

Mesa Airlines, Inc.

Safety Program Manual

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SAFETY PROGRAM MANUAL

MANUAL NUMBER 530

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SAFETY POLICY AND OBJECTIVES

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1. MANUAL USE

A. Purpose

- (1) The Safety Program Manual provides guidance for conducting Mesa Airlines, Inc. safety programs. The Vice President of Safety and Regulatory Compliance is responsible for the continuous improvement and growth for the safety program.
- (2) This manual is considered proprietary and may not be copied in whole or in part without the written consent of the Vice President of Safety and Regulatory Compliance.

B. Manual Revisions

Each Mesa Airlines, Inc. employee is authorized and encouraged to recommend changes on program enhancements using the following procedures:

- (1) Revision Procedures – The Vice President of Safety and Regulatory Compliance is responsible and authorized to make changes to this manual. Any Mesa Airlines, Inc. employee may submit, to the Vice President of Safety and Regulatory Compliance, proposed revisions to this manual. If the Vice President of Safety and Regulatory Compliance determines that the changes will benefit the safety program, changes will be requested via the current Technical Publications Procedures as described in the Mesa Airlines, Inc., *General Operations Manual*.
- (2) Temporary Revisions – Dynamic or unforeseen changes in operations will be addressed through the use of temporary revisions. This is to allow for expedited implementation of new processes. All temporary revisions will be included in the next regular revision to the manual.

C. Distribution

- (1) Each manual is assigned a control number issued by Technical Publications.
- (2) Copies of this manual will be distributed per the Manual Distribution Chart found in Chapter 1 of the Mesa Airlines, Inc., *General Operations Manual*.
- (3) All manual holders are required, in accordance with FAR 121.137, to keep their assigned manuals current and will incorporate all revisions as they are issued.

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- (4) This manual will also be available for viewing on the Mesa Airlines, Inc. website.

2. SAFETY POLICY STATEMENT

- A. Excellence in safety is a vital component of Mesa Airlines, Inc.'s mission. Safety is also a source of competitive advantage. All levels of line management are accountable for safety performance, starting with the President. Mesa Airlines, Inc. will demonstrate continual commitment to safety by making safety excellence an integral part of all flight and ground activities through the policies, procedures and programs contained in this manual.
- B. It is vital that all employees understand that they too bear the responsibility of carrying out their duties in the safest manner possible. Before any work is done, each employee must be aware of all safety rules and procedures, as well as their personal responsibility to observe them. Safety is an extremely important part of employee performance and will be recognized.

Mesa Airlines, Inc. Safety Policy

Statement of the President

The safety of our passengers and fellow employees is a top priority at Mesa Airlines, Inc. It is the responsibility of each and every employee, from the office of the President to the front line, to conduct all activities safely in accordance with applicable policies, procedures, and regulations.

The Company will allocate appropriate resources to establish and maintain programs that, with your help, will improve and maintain our safety standards.

All employees are strongly encouraged to openly communicate their safety concerns to senior management without fear of reprisal or disciplinary action.

Working together, we can achieve our goal of always operating at the highest level of safety possible.

Mike Lotz, President

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3. GOALS AND OBJECTIVES

Mesa Airlines, Inc.'s goal is to conduct all operations in the safest manner possible. More specifically, by developing and implementing the safety programs detailed in the following chapters.

- A. Provide safe, comfortable air transportation for passengers by making their safety a top priority.
- B. Provide a safe, healthy working environment for all Mesa Airlines, Inc. employees.
- C. Prevent the occurrence of accidents and incidents.
- D. Minimize the damage and severity of those accidents and incidents that do occur.
- E. Prevent damage and injury to property and personnel as a result of Mesa Airlines, Inc.'s operations.
- F. Incorporate safety into all operational, maintenance, and training activities.
- G. Consider the safety implications of proposed new equipment, facilities, operations and procedures.
- H. Provide programs for the reporting, investigation and analysis of hazards and events.
- I. Comply with all internal policies and procedures, laws and regulations to ensure aviation safety.
- J. Minimize insurance costs and exposure to litigation or penalty.

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4. MANAGEMENT COMMITMENT

- A. Mesa Airlines, Inc.'s safety programs are a coordinated set of procedures for effectively managing the safety of operation and establishing a dynamic corporate safety culture. They are far more than just safe operating practices. Mesa Airlines, Inc. safety program is a total management program. Top management sets the safety standards. These individuals shall ensure that all employees know the standards and accepts them, and that necessary procedures are followed, so that deviations from the standard are recognized, reported and corrected.
- B. Mesa Airlines, Inc. can only maintain its standards by fully supporting the Safety Department's efforts to maintain a dynamic corporate safety culture through its various programs. The Safety Department is a resource for management. Ultimate responsibility for safety rests with the President, the Vice Presidents, Directors and Managers. Each Manager has the final responsibility, authority and accountability for the safety process in their division. Daily safety functions are managed along organizational lines within each department.
- C. Mesa Airlines, Inc.'s attitude towards safety is established from the outset by the extent to which senior management accepts responsibility for safe operations, particularly the proactive management of risk. However, without the wholehearted commitment of all personnel, safety programs will not be effective. Therefore, management must ensure that employees are involved in developing safety standards and reporting safety hazards, without fear of negative consequences.
- D. Managers can only achieve results through the efforts of their staff. Effective safety management requires commitment from both the staff and management, but this can only be achieved if the managers provide the necessary leadership and motivation. Management's commitment to safety is fundamental and must be readily visible at all levels. Every opportunity for actively demonstrating this commitment to safety must be taken.
- E. It is the responsibility of each Operating Department Head, and each Mesa Airlines, Inc. employee, to correct or prevent safety and quality non-conformities.
 - (1) To support this objective each Operating Department shall have a program to ensure action is taken to correct and prevent safety and quality non-conformities and that corrective and preventative actions shall be appropriated to the effects and causes of non-conformities/potential non-conformities.
 - (2) Each Operating Department's program should include requirements and responsibilities for:
 - (a) Reviewing non-conformities.

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- (b) Determining the most basic cause(s) of significant non-conformities.
 - (c) Evaluating the need for action to ensure non-conformities do not recur.
 - (d) Determining and implementing the action needed within an agreed time frame.
 - (e) Identifying the person(s) responsible for timely implementation.
 - (f) Tracking the results of action taken.
 - (g) Managing regulatory violations.
- (3) Specific policies and procedures for this program shall be included in each Operating Department's policy and procedures manual.

5. EMPLOYEE RESPONSIBILITIES

- A. All employees must perform all assigned duties with safety in mind. Each employee is responsible and personally accountable for:
- (1) Performing only those technical functions for which they are trained.
 - (2) Observing/following/supporting established safety and health policies, practices, procedures and operational requirements.
 - (3) Notifying management of unsafe conditions directly or through anonymous procedures.
 - (4) Operating only that equipment on which they have been trained and are qualified to operate.
 - (5) Using required personal protective equipment as trained.
 - (6) Availing themselves of safety and health training.
 - (7) Keeping work areas free of recognized hazards.
 - (8) Reporting injuries, illnesses, damage, incidents, and accidents in accordance with Mesa Airlines, Inc. policy and procedure.
- B. Every employee is expected to accept responsibility and accountability for their actions. Each will have an opportunity to participate in developing safety standards and procedures by communicating their safety concerns and suggestions to management. All must demonstrate concern for the safety of passengers and for others in the Mesa Airlines, Inc. organization.

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- C. All personnel must be familiar with not only the safety policies and programs in this manual, but also those found in the Mesa Airlines, Inc. *General Operations Manual* and all other manuals applicable to an employee's given job function. The safety policies and programs for each department of Mesa Airlines, Inc. will be disseminated to employees during initial and recurrent training classes provided by the applicable departments. By adhering to established rules and procedures, each employee, from the President to the front line, can help collectively achieve Mesa Airlines, Inc.'s goal of maintaining a maximum level of safety.
- D. All personnel performing safety related work are required to be mentally, as well as physically fit, for duty. Those personnel that do not meet this requirement will immediately cease those duties and notify their supervisor. Supervisors aware of, or made aware of, an employee performing safety related work that is not mentally, as well as physically fit, for duty will immediately have that employee cease those duties.

6. SAFETY DEPARTMENT RESPONSIBILITIES

- A. The Safety Department is responsible for ensuring that Mesa Airlines, Inc. safety processes and programs are established, communicated, implemented, audited and continuously improved. This will be accomplished via the following:
 - (1) Preparing and maintaining the Mesa Airlines, Inc. *Safety Program Manual*.
 - (2) Serving as a safety resource for all Mesa Airlines, Inc. divisions and employees.
 - (3) Assisting in developing and implementing comprehensive safety programs.
 - (4) Maintaining safety reporting and analysis systems.
 - (5) Providing human factors expertise and program development.
 - (6) Inspecting, auditing and measuring safety performance.
 - (7) Risk management services.
 - (8) Consulting on safety related Regulatory compliance issues.
 - (9) Providing safety communication and training.
 - (10) Providing emergency management and accident investigation services.

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- B. The Safety Department is also responsible for providing an independent overview of Mesa Airlines, Inc. activities in so far as they affect safety. It will periodically review and revise, or assist in revising, safety programs, and provide timely advice and assistance on safety matters to managers at all levels. Management personnel are responsible to the President for the efficient administration and professional management of all safety significant activities that are within their defined areas of responsibility. The President is collectively responsible for the safety and efficiency of Mesa Airlines, Inc. operations and for authorizing safety initiatives accordingly.
- C. By developing and implementing a comprehensive safety program, the Vice President of Safety and Regulatory Compliance will establish a dynamic corporate safety culture, so that responsibility for operational safety rests with the President, Vice Presidents, Directors, Managers, and each individual employee.

7. SAFETY PROGRAMS AND PROCEDURES

- A. In order to establish and maintain a dynamic corporate safety culture, the Vice President of Safety and Regulatory Compliance will design and administer a comprehensive safety program comprised of numerous elements. As the need arises, these elements will be improved upon, additional programs may be implemented, and may, in some cases, be either eliminated or replaced. Both Mesa Airlines, Inc. and the airline industry as a whole are in a constant state of change and growth. Therefore, the Vice President of Safety and Regulatory Compliance will maintain awareness of developments and current practices within Mesa Airlines, Inc. and the industry to ensure that safety program elements meet current standards and needs.
- B. All employees should carefully note that none of these programs replace any safety requirements, procedures or rules found in any other Mesa Airlines, Inc. manual or in any applicable law or regulation. They are, among other objectives, intended to improve Mesa Airlines, Inc.'s level of safety by identifying areas where established rules and procedures are not followed, are inadequate, or fail to address an important safety issue. Employees are strongly encouraged to actively play a role in the Mesa Airlines, Inc.'s safety programs. The remaining chapters in this manual describe Mesa Airlines, Inc.'s safety programs and procedures.

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8. SAFETY TRAINING

Managers and supervisors receive assistance to equip them with the necessary skills to implement and maintain the safety programs in their areas of responsibility. All new employees receive safety information during their initial training. Managers and supervisors, soon after appointment to a supervisory position and on a recurrent basis, must familiarize themselves with current Mesa Airlines, Inc. safety programs, policies and procedures. The Vice President of Safety and Regulatory Compliance acts as a resource for managers, assisting them in setting up required employee training programs and in administering their duties related to safety. The Vice President of Safety and Regulatory Compliance, safety committee members and other management personnel are encouraged to maintain their own skills by attending relevant courses, seminars, conferences and by reading safety-related periodicals and texts. Mesa Airlines, Inc. supports these efforts and regularly sends Safety Department personnel to formal courses and industry safety conferences.

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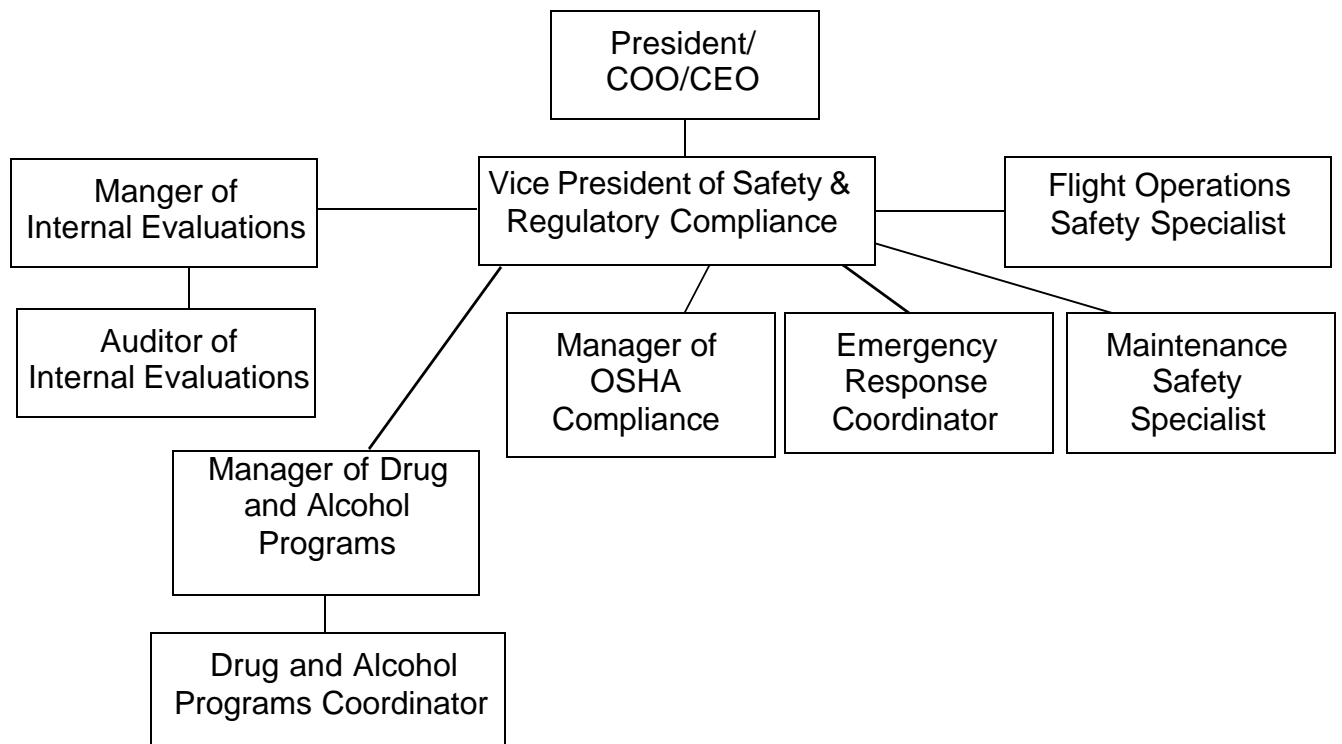
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1. DEPARTMENT ORGANIZATION

- A. The Safety Department is managed by the Vice President of Safety and Regulatory Compliance who reports directly to the President. This individual serves as FAA Director of Safety, as required by FAR 119.65. The Safety Department includes a Flight Operations and a Maintenance Safety Specialist. It is also comprised of the employees of the Internal Evaluations, OSHA , Emergency Response, and Drug and Alcohol departments.
- B. Mesa Airlines, Inc. will allocate appropriate resources to adequately staff and equip the Safety Department. As operational activities, such as routes and fleet size change, these resources will be supplied as needed. To assist the Vice President of Safety and Regulatory Compliance, the President may assign additional personnel to the Safety Department, either full-time or as an additional duty to any employee. When such appointments are made, these employees will report to the Vice President of Safety and Regulatory Compliance.

2. SAFETY DEPARTMENT ORGANIZATIONAL CHART



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3. JOB DESCRIPTIONS AND DUTIES

A. Vice President of Safety and Regulatory Compliance

- (1) Responsible and answerable for the quality of Mesa Airlines, Inc.'s safety programs and performance and acts independently of other parts of Mesa Airlines, Inc. Responsible for providing information and advice to the President on all matters relating to the safety of Mesa Airlines, Inc. operations. Interacts with flight crews, maintenance personnel, cabin crew, customer service agents and departmental managers to encourage and achieve integration of all safety activities.
- (2) On all safety matters, the Vice President of Safety and Regulatory Compliance has direct and immediate access to the President and all management, and is authorized to conduct audits, inspections and investigations in connection with any aspect of the operation. The Vice President of Safety and Regulatory Compliance has the authority to establish and modify the safety programs policies and procedures. The Vice President of Safety and Regulatory Compliance has uninhibited access to all management personnel in all departments, as well as to all areas of operations. When it is necessary to convene an inquiry into an incident, accident, or other safety-related event/hazard, or when a substantial question of compliance with safety laws and regulations exists, the Vice President of Safety and Regulatory Compliance has the authority to implement proceedings on behalf of the President in accordance with the terms of this manual and the Mesa Airlines, Inc. *General Operations Manual*. The President may delegate such additional authority as deemed appropriate.
- (3) Duties
 - (a) Monitors and reports to Senior Management on all matters impacting safety and make recommendations for corrective/preventive measures.
 - (b) Ensures the emphasis on safety is of the highest operational priority.
 - (c) Develops and maintains hazard, incident and accident reporting/analysis systems.
 - (d) Investigates incidents and accidents.
 - (e) Accountable for the Internal Evaluation Department including the Voluntary Disclosure Program including:

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- 1 Maintain an awareness of Internal Evaluation Program activities and results.
 - 2 Assure corrective measures are implemented and unresolved issues are tracked and forwarded, as required, to keep the President informed as necessary.
 - 3 Direct an *Employee-Management Internal Communication Program* that enables employees to communicate concerns either verbally or in writing, and ensure employees get feedback on their identified trends or concerns and the resulting action taken.
 - 4 Schedule periodic meetings with the CEO/President/COO to discuss technical issues, trends and concerns identified by the *Internal Evaluation Program*.
 - 5 Act as the liaison for Mesa Airlines, Inc. on voluntary disclosure cases when requested by the functional area Vice President. These duties may include the following:
 - a Assist in preparing voluntary disclosure reports and comprehensive fixes.
 - b Assign a member of the Internal Evaluation Department to monitor any aspect of a voluntary disclosure case.
 - c Attend meetings with FAA personnel.
 - d Advise the Chairman/CEO/President on the status of any outstanding voluntary disclosure case.
 - 6 Ensure that Internal Evaluation Department personnel receive training in quality auditing, evaluation and pertinent management practices.
 - 7 May delegate duties as necessary, but retains ultimate responsibility for the Internal Evaluation Program.
- (f) Accountable for OSHA programs.
- (g) Assists in evaluating safety related reports and audits to determine trends and risks.
- (h) Communicates safety information and supply training materials to managers and employees.

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- (i) Participates in safety meetings and continuing education programs, maintaining close liaison with the FAA, NTSB, and industry organizations and associations.
 - (j) Develops, implements, and maintains safety policies and protocols as appropriate and establishes internal standards.
 - (k) Facilitates Mesa Airlines, Inc. compliance with all applicable laws and regulations.
 - (l) Provides oversight of Mesa Airlines, Inc.'s employee safety programs.
 - (m) Performs other duties as assigned by the President.
 - (n) Accountable for Mesa Airlines, Inc., *Emergency Manual*. This responsibility includes the development, maintenance, and execution of the Mesa Airlines, Inc. emergency response plans as outlined in the Mesa Airlines, Inc., *Emergency Manual*.
 - (o) Ensures compliance with regulatory requirements and established internal standards.
 - (p) May delegate the authority of procedures to any of the safety department employees as needed, but retains ultimate responsibility.
- (4) To ensure the desired results of the Safety program can be achieved by the Vice President of Safety and Regulatory Compliance, proposed candidates for the Vice President of Safety and Regulatory Compliance position will be submitted to the DFW FSDO for approval prior to being assigned the position. The desired qualifications for Vice President of Safety and Regulatory Compliance per HBAT 99-19 dated 11-30-99 may include the following:
- (a) Training can consist of the following areas:
 - 1 Aviation Safety Education Programs.
 - 2 Corporate safety culture.
 - 3 The role of the safety director as advisor to the senior management officials.
 - 4 Safety philosophy.
 - 5 Safety data collection and analysis programs.

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- 6 Risk management.
 - 7 Incident/accident prevention and investigation.
 - 8 Human factors.
- (b) Experience can consist of knowledge in the following areas:
- 1 Aviation safety programs.
 - 2 Aviation safety standards.
 - 3 Safe aviation operating practices.
- (c) Expertise can consist of the following:
- 1 An FAA commercial pilot or airline transport pilot certificate.
 - 2 An FAA mechanics certificate.
 - 3 An FAA dispatcher certificate.
 - 4 Three years experience in a supervisory position with a Part 121 air or a scheduled part 135 air carrier.
 - 5 Three years experience in a position comparable to 3. D. 3) a, b, and c above in U.S. military operations.
 - 6 Three years experience in a supervisory position with a U.S. government department, board, or agency that deals directly with aviation matters.
- (d) Knowledge will consist of the full understanding of the following:
- 1 The certificate holder's operations specifications.
 - 2 The manual required by section 121.133.
 - 3 All the appropriate maintenance and airworthiness requirements of 14 CFR chapter I (parts 1 through 199).

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B. Manager of OSHA Compliance

The Manager of OSHA Compliance reports to the Vice President of Safety and Regulatory Compliance.

(1) Duties

- (a) Manages the Mesa Airlines, Inc. OSHA Compliance Program.
- (b) Develops and/or provides oversight to policy and procedure development regarding OSHA Compliance for Mesa Airlines, Inc.
- (c) Approves all OSHA-related training programs for Mesa Airlines, Inc.
- (d) Maintains the following records at corporate headquarters:
 - 1 All injury reports, investigations, and OSHA required record keeping. Including the OSHA 101, OSHA 200, OSHA 300, 301, and 300A.
 - 2 All records pertaining to the Hearing Conservation Plan.
- (e) Assists Safety Committees in resolving local concerns after local efforts have failed.
- (f) Addresses Safety Hotline Concerns assigned by the Internal Evaluation Department.
- (g) Tracks and analyzes reported employee injuries. Disseminates data as appropriate.
- (h) Acts as Mesa Airlines, Inc. liaison to OSHA.
- (i) Conducts any OSHA-required reporting.
- (j) Assists the Mesa Airlines, Inc.'s insurance organizations with inspections and reports.
- (k) Annually evaluates the Mesa Airlines, Inc., Safety Procedures for OSHA Compliance (SPOC) and updates as needed.
- (l) Participates in Mesa Airlines, Inc. and industry safety committees and events.
- (m) Performs other duties as assigned by the Vice President of Safety and Regulatory Compliance.

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C. Emergency Response Coordinator

The Emergency Response Coordinator reports to the Vice President of Safety & Regulatory Compliance.

(1) Duties

- (a) Manages the Emergency Response Program to ensure all departments comply with policies and procedures described within the Emergency Manual.
- (b) Responsible for organizing Mesa Airlines, Inc. emergency response drills.
- (c) Responsible for the oversight of the Mesa Airlines, Inc. *Emergency Manual* to assure its effectiveness, monitoring the impact of procedural changes, and maintaining the Emergency Response program to current industry standards.
- (d) Communicates and coordinates with code share partner Emergency Response Programs.
- (e) Reviews annually all contracts applicable to the Emergency Response Plan.
- (f) Ensures Mesa Airlines, Inc. complies with Aviation Disaster Family Assistance Act of 1996 and
- (g) Ensures Mesa Airlines, Inc. complies with 49 CFR Part 830 NTSB policies and procedures.
- (h) Arranges annual training for the Mesa Airlines, Inc. Go-Team to include aircraft accident investigation and blood borne pathogens.
- (i) Arranges annual training for all Crisis Management Center personnel.
- (j) Conducts monthly emergency notification drills.
- (k) Conducts monthly passenger manifest verification drills at Mesa Airlines, Inc. operated stations.
- (l) Participates in industry emergency response events and seminars.

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D. Flight Operations Safety Specialist

The Flight Operations Safety Specialist reports to the Vice President of Safety and Regulatory Compliance.

(1) Duties

- (a) Provides safety and regulatory oversight of all flight operation practices, facilities, and training.
- (b) Addresses flight operation Safety Hotline concerns assigned by the Internal Evaluation Department.
 - 1 The Flight Operations Safety Specialist will investigate all Safety Concern Hotlines assigned by the Manager of Internal Evaluations to determine cause and appropriate courses of action.
 - 2 The investigation will be documented to allow for tracking and trending.
 - 3 All investigation reports will be reviewed during applicable Flight Operations Safety Committee Meetings or Operation Safety Committee meetings.
- (c) Reviews occurrence reports for safety related issues and/or trends.
 - 1 The Flight Operations Safety Specialist will investigate all operation occurrences to determine the cause and appropriate course of action.
 - 2 The investigation will be documented to allow for tracking and trending.
 - 3 All investigation reports will be reviewed during applicable Flight Operations Safety Committee Meetings or Operation Safety Committee meetings.
 - 4 Missing occurrence reports will be brought to the attention of the applicable Regional Chief pilots for correction.
 - 5 Bi-weekly meetings will be held with the Vice President of Safety and Regulatory Compliance to review the investigations. These meetings will be documented and kept on file by the Flight Operations Safety Specialist.

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GENERAL DESCRIPTION

- (d) Works with FAA, code share partners, and aircraft manufacturers to ensure safety issues are addressed. All issues will be documented and tracked.
- (e) Performs safety audits of flight operations. This data will be documented and evaluated to identify any areas of concern. Any areas of concern will be brought to the attention of the appropriate parties.
- (f) Develops and maintains an Aviation Safety Action Program (ASAP). Briefs the Vice President of Safety and Regulatory Compliance bi-weekly as to the status.
- (g) Develops and maintains a Flight Operational Quality Assurance (FOQA) program. Briefs the Vice President of Safety and Regulatory Compliance bi-weekly as to the status.
- (h) Participates in Mesa Airlines, Inc. and industry safety committees and events.
- (i) Publishes relative information from incidents and Mesa Airlines, Inc. information to all employees in the form of quarterly newsletters.
- (j) Attends initial and recurrent training events to brief students on pertinent information.
- (k) Performs other duties as assigned by the Vice President of Safety and Regulatory Compliance.

E. Maintenance Safety Specialist

The Maintenance Safety Specialist Reports to the Vice President of Safety and Regulatory Compliance.

- (1) Duties
 - (a) Assists in ensuring maintenance practices are in accordance with applicable FAR and Mesa Airlines, Inc. regulations.
 - (b) Maintains oversight of the Maintenance Safety Programs and reports any deficiencies to the Vice President of Technical Operations and the Vice President of Safety and Regulatory Compliance.
 - (c) Works with FAA, Quality Assurance, code share partners and aircraft manufacturers to ensure safety issues are addressed. All issues will be documented and tracked.

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GENERAL DESCRIPTION

- (d) Assists in station Safety Committee procedures.
- (e) Reviews occurrence reports for safety related issues and/or trends.
- (f) Investigates all operation occurrences to determine the cause and appropriate courses of action.
 - 1 The investigation will be documented to allow for tracking and trending.
 - 2 All investigation reports will be reviewed during the Operation Safety Committee meetings.
 - 3 Will work with CASS to assist with data collection.
 - 4 Bi-weekly meetings will be held with the Vice President of Safety and Regulatory Compliance to review the investigations. These meetings will be documented and kept on file by the Vice President of Safety and Regulatory Compliance.
- (g) Addresses maintenance Safety Hotline concerns assigned by the Internal Evaluation Department.
 - 1 The Maintenance Safety Specialist will investigate all Safety Concern Hotlines assigned by the Manager of Internal Evaluations to determine cause and appropriate courses of action.
 - 2 The investigation will be documented to allow for tracking and trending.
 - 3 All investigation reports will be reviewed during applicable Operation Safety Committee meetings.
- (h) Performs safety audits of facilities and practices. This data will be documented and evaluated to identify any areas of concern. Any areas of concern will be brought to the attention of the appropriate parties.
- (i) Tracks and analyzes reported aircraft damage and the associated corrective actions.
- (j) Provides safety and regulatory oversight of all maintenance practices, facilities, and training.

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GENERAL DESCRIPTION

- (k) Participates in Mesa Airlines, Inc. and industry safety committees and events.
- (l) Tracks and trends all reported aircraft and GSE damage. Ensures damage investigations are conducted and documented properly. Disseminated all data as appropriate.
- (m) Performs other duties as assigned by the Vice President of Safety and Regulatory Compliance.

F. Manager of Drug and Alcohol Programs

The Manager of Drug and Alcohol Programs reports to the Vice President of Safety and Regulatory Compliance.

(1) Duties

- (a) Acts as the contact point on all issues associated with the Drug and Alcohol Program.
- (b) Communicates with the FAA on all Drug and Alcohol Program issues as appropriate.
- (c) Assists with the annual Drug and Alcohol Program FAA audit.
- (d) Completes all Drug and Alcohol Program FAA annual reports.
- (e) Coordinates and/or oversees all new hire, random, post-accident and reasonable suspicion Drug and Alcohol testing.
- (f) Conducts supervisor initial and recurrent Drug and Alcohol Program training on Reasonable Suspicion/Cause.
- (g) Conducts new hire training relating to the Drug and Alcohol Program.
- (h) Serves as the focal point for Employee Assistance Programs relating to the Drug and Alcohol Program.
- (i) Verifies all invoices for payment approval relating to the Drug and Alcohol Program.
- (j) Establishes vendor relationships and contracts as needed.
- (k) Responsible for the proper tracking of all Drug and Alcohol Program testing results into the database.

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GENERAL DESCRIPTION

- (l) Communicates all positive Drug and Alcohol Program test results to applicable department heads. Completes all relevant paperwork.
- (m) Oversees and updates the Drug and Alcohol Program manual as needed.
- (n) Maintains availability to company personnel to resolve all drug related issues as they arise.
- (o) Updates Mesa Airlines, Inc. management, as needed, on all issues related to the Drug and Alcohol Program, as appropriate.
- (p) Performs other duties as assigned by the Vice President of Safety and Regulatory Compliance.

G. Drug and Alcohol Program Coordinator

The Drug and Alcohol Program coordinator reports to the Manager of the Drug and Alcohol Program.

- (1) Duties
 - (a) Coordinates random Drug and Alcohol test. This many include interacting with Regional managers to ensure proper notification to selected employees is conducted.
 - (b) Verifies prior DOT employment of former employees when requested by outside companies.
 - (c) Tracks random test results and percentages to ensure compliance with FARs.
 - (d) Populates database with the program's testing results.
 - (e) Conducts new hire training on the Drug and Alcohol Program.
 - (f) Performs other duties as assigned by the Manager of Drug and Alcohol Programs and/or the Vice President of Safety and Regulatory Compliance.

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REPORTING AND ANALYSIS SYSTEMS

CHAPTER 3

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REPORTING AND ANALYSIS SYSTEMS

1. INTRODUCTION

- A. Through its various safety programs, Mesa Airlines, Inc. strives for continual improvement in its level of operational safety by establishing and maintaining a positive, dynamic corporate safety culture. A critical element in achieving this goal is the full, free and uninhibited reporting of all relevant incidents and hazards. Therefore, Mesa Airlines, Inc.'s safety reporting system is non-punitive in nature. Employees may submit their concerns to the Safety Department with the knowledge that these reports are used solely in the interest of safety.
- B. Except in the case of a criminal act, illegal substance abuse, repeated violations of safety procedures, an intentional unsafe act or when the subject incident is reported by a source other than the employee reporting the incident/hazard, Mesa Airlines, Inc. at no time will use any information obtained via the safety reporting system for disciplinary action against an employee. Furthermore, Mesa Airlines, Inc. will use its best efforts to maintain the confidentiality of this information, prohibiting access by unauthorized personnel and by protecting the contents of the safety reporting system from disclosure to any outside party, unless required by law. All employees should feel able to report incidents and hazards without fear of unwarranted retribution. Reporting situations, event, and practices that compromise safety must be a top priority for all employees.

2. GENERAL PROGRAM DESCRIPTION

- A. Mesa Airlines, Inc.'s safety reporting system is designed to be a comprehensive method of identifying safety hazards, then analyzing them for indications of trends which will allow management to effectively address those issues presenting the greatest risk to Mesa Airlines, Inc. operations. The program encompasses the following fundamental principles:
 - (1) Data Collection

Safety Awareness Reports, Safety Hotline and Occurrence Reports, as well as other types of relevant reports and data, are used to obtain as much information as possible.
 - (2) Tracking, Trending and Monitoring

Incidents and hazards are monitored to identify and quantify safety problems at an early stage, and to check the efficacy of actions taken to address previously identified safety issues.

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(3) Risk Assessment

Significant safety hazards are assigned levels of severity and probability to derive a risk factor, so that Mesa Airlines, Inc.'s efforts can be focused on the areas of greatest risk.

(4) Communication

The occurrence of incidents and existence of hazards are rapidly communicated to management to effectively address safety concerns.

- B. Safety data is collected chiefly via the submission of written reports by employees. Significant incidents/hazards are assigned severity and probability factors in order to prioritize safety efforts, and to aid in risk management. The database can be queried in a variety of ways to spot trends and causal factors and to generate periodic summaries for management use. Upon completing any required investigation, copies of reports are sent to appropriate line management for their evaluation. The adequacy of management's response is then assessed to determine whether the risk/hazard has been reduced to an acceptable level, or where possible, eliminated. After completion of this process, the report is closed.
- C. The Safety Program policies and procedures will be continually reviewed by Vice President of Safety and Regulatory Compliance to assure its effectiveness, monitor the impact of procedural changes, and to maintain the program to current industry standards. Any changes to the program, or if the program is found to be out of date, will be rectified in the Mesa Airlines, Inc., *Safety Program Manual* through the manual revision process.

3. DATA COLLECTION

A. Safety Awareness Reports and Safety Hotline

- (1) Mesa Airlines, Inc. uses the Safety Awareness Report and any employee or contract employee may submit the form with their safety concerns to the attention of management and any member of the Safety Department. Employees are in no way limited as to what they may or may not report. Any event or hazard with the potential to result in significant injury or damage should be reported. The Safety Awareness Reports are available on the Mesa Airlines, Inc. website and should be faxed to (866) 775-2720 or emailed to mesasafety@mesa-air.com. Reports will be kept on file for a minimum of two years.
- (2) The Safety Department also maintains a Safety Hotline, phone number (800) 732-7384, which employees may communicate safety concerns.

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- (3) To facilitate investigation, employees are strongly encouraged to include requested identifying information, which is accessible only by the Safety Department. Any employee who attempts to obtain the identity of a person submitting a safety report for the purpose of initiating punitive action of any type is subject to discipline. This does not apply to the previously described limited situations in which confidentiality is not assured.

NOTE The confidential reporting system does not supersede or replace any other required reports, such as FAA/NTSB incident and accident reports, Mesa Airlines, Inc. occurrence reports, etc.

B. Occurrence Reports

- (1) Occurrence Reports can be found in the Appendix of the Mesa Airlines, Inc., *General Operations Manual*, the Mesa Airlines, Inc. Website or requested from Dispatch.
- (2) Reports need to be completely filled out to prevent them from being returned to the submitter.

NOTE “On File” is not appropriate to be entered in the information section of the report.

- (3) Chapter 4 of the Mesa Airlines, Inc., *General Operations Manual* lists the mandatory criteria for filing an Occurrence Report. Reports will be kept on file for a minimum of two years.

4. TRACKING, TRENDING AND MONITORING

A. Safety Awareness Reports and Safety Hotline

- (1) All submissions of Safety Awareness Reports and Safety Hotlines will be gathered by the Manager of Internal Evaluations.
- (2) The Manager of Internal Evaluations will risk assess the submission and assign a member of the Safety Department to investigate the concern, if applicable.
- (3) The member of the Safety Department will contact the individual to obtain information and to acknowledge receipt of the concern.
- (4) When applicable, the member of the Safety Department will investigate and document all data pertaining to the concern until a corrective action is achieved, which may include participation from other departments.

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- (5) The concern and all pertinent data will then be presented at the monthly Operations Safety Meeting by a member of the Safety Department.
- (6) The Operations Safety Committee will review and discuss the concern and corrective action to determine if the corrected action is sufficient or if it is to remain open pending further information.
- (7) Upon closure of a safety concern, a member of the Safety Department assigned to the concern will notify the individual of the corrective action as well as closure notification.
- (8) The member of the Safety Department will then forward all documentation and closure notification to the Manager of Internal Evaluations for tracking purposes.

B. Occurrence Reports

- (1) The Flight Operations Safety Specialist will process the Occurrence Reports. This includes risk assessing and reviewing the report to determine if further investigation is required, ensuring the report is complete, and properly labeling the report to enable it to be tracked and trended by the Safety Department.
- (2) Reports missing or needing additional information will be forwarded to the Regional Chief Pilots for follow-up by the Flight Operations Safety Specialist. A reminder of overdue reports will be sent twice a week by the Flight Operations Safety Specialist.
- (3) Reports requiring investigations will be forwarded to the appropriate department head and be included as an agenda item for the Flight Operations Safety Committee to discuss the corrective actions. If the committee feels the corrective actions are appropriate, the Occurrence Report will be closed.

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5. RISK ASSESSMENT

The following Risk Assessment Chart will be used for all Safety Concerns and Occurrence Reports to determine the appropriate course of action as stated in this chapter.

Risk Assessment Matrix

Severity					
	Consequence	OR	OR	OR	OR
I	Accident with serious injuries or fatalities, or significant damage to aircraft	Death, total disability of an employee or passenger	Operating an aircraft in an unairworthy and unsafe condition	Loss or breakdown of entire system or sub-systems	Major Regulatory Deviation
II	Accident/Serious incident with injuries and/or moderate damage to aircraft.	Partial disability, temporary disability >3 mo. Of an employee or passenger	Operating an aircraft in an unairworthy but not unsafe condition	Partial breakdown of a system or sub-system	Moderate Regulatory Deviation
III	Accident/Incident with minor injury and or minor aircraft damage.	Lost Workday injury of an employee	Returning an aircraft to service in an unairworthy condition, not operated	System deficiencies leading to poor dependability or disruption to the schedules.	Minor Regulatory Deviation
IV	Less than minor injury and/or less than minor system damage	Any injury to employee or passenger	Affecting aircraft or systems reliability above established control limits but no affect on airworthiness or safety of operation of an aircraft	Little or no effect on system or subsystem	Policy and/or Procedure Deviation

Probability		Risk Code	
A	Frequent – Likely to occur within 30 days	1	Red - High Risk IMMEDIATE DANGER – Unacceptable, requires the highest priority for investigation, resources and corrective action
B	Probable – Probably will occur within 6 months	2	Orange - Serious Risk – Unacceptable, requires investigation, resources and corrective action
C	Occasional – Possible to occur within one year	3	Yellow - Moderate Risk – May be acceptable with review by appropriate authority, requires tracking and probable action. There may be acceptable policies and procedures in place
D	Remote – Unlikely to occur	4	Blue - Minor Risk – May be acceptable with review by appropriate authority, requires tracking and probable action. There are acceptable policies and procedures in place
		5	Green - Low Risk – May be acceptable without further action

Severity					
Probability		I	II	III	IV
	A	Red	Red	Orange	Yellow
	B	Red	Orange	Yellow	Blue
	C	Orange	Yellow	Blue	Green
	D	Yellow	Blue	Green	Green



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6. COMMUNICATION

A. Safety Zone Publications

- (1) The Safety Department will publish a quarterly publication to keep employees abreast of Safety policies, procedures and issues with in Mesa Airlines, Inc. The publication will include, but is not limited to, Occurrence Report events (de-identified), aircraft damage, employee injuries, and any other information submitted by the Flight or Operations Safety Committees.
- (2) An email will be sent by the Vice President of Safety and Regulatory Compliance to all employees informing them when the latest publication is available. The Safety Zone will be accessible through the Mesa Airlines, Inc. website.

B. Safety Alert Bulletins

Any information needing to be disseminated in a more timely manner than the Safety Zone can be included in a Safety Alert Bulletin. This Bulletin will be emailed by the Vice President of Safety and Regulatory Compliance to all affected employee groups.

C. Other

- (1) General flight safety information can be disseminated via flight crew notices, memoranda and bulletins. Bulletin boards at Mesa Airlines, Inc. locations may contain important safety information, as well as posting of safety laws and regulations.
- (2) Where immediate communication is required, a memo is sent directly to each employee. Critical operational safety information is included on flight releases.
- (3) Each department may have their own procedures for dissemination of safety related information.

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SAFETY INITIATIVES AND PROGRAMS

CHAPTER 4

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SAFETY INITIATIVES AND PROGRAMS

1. SAFETY COMMITTEES AND MEETINGS

A. Operations Safety Committee

The Operations Safety Committee, chaired by the Vice President of Safety and Regulatory Compliance, is comprised of management representatives from flight, passenger, ground and maintenance areas of the operation. Its task is to review safety issues, collected information/data, accident/incident reports, audit/inspection results, the effectiveness of safety program elements and make changes to policies and procedures, if applicable. The Committee will meet on a monthly basis. The Vice President of Safety and Regulatory Compliance may also convene an emergency meeting at any time to assist in accident investigation or to address safety issues presenting an immediate threat to Company operations.

- (1) The following personnel comprise the Committee:
 - (a) Vice President of Safety and Regulatory Compliance, (Chair).
 - (b) Vice President of Operations.
 - (c) Chief Pilot.
 - (d) Vice President of Inflight Services.
 - (e) Senior Director of System Operations Control.
 - (f) Vice President of Customer Service.
 - (g) Vice President of Technical Operations.
 - (h) Director of Quality Assurance/Chief Inspector.
 - (i) Manager of OSHA.
- (2) In the event that a committee member is unable to attend a scheduled meeting, that member shall appoint a designee to take his/her place. At each meeting, the Committee will accomplish the following:
 - (a) Review minutes of prior meeting.
 - (b) Address old business items including:
 - 1 Effectiveness of previous actions taken.
 - 2 Pending or unresolved safety issues.

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- (c) Address new business items including:
 - 1 Recent safety reports.
 - 2 Recent accidents/incidents.
 - 3 Newly discovered safety issues.
 - 4 Articles for publication in the Safety Zone publication.
 - 5 Other items submitted for consideration by any employee, Committee member or the Chair.
 - 6 Compile safety status report for submission to the President.
- (d) Set and review safety goals annually.

The Committee will set rates for minor occurrences that they have determined are potential accident precursors. The Committee will ensure goals are communicated to all appropriate personnel through the Safety Department's Safety Zone publication as a means of generating safety awareness.

- (3) Prior to each meeting, the Vice President of Safety and Regulatory Compliance will solicit suggestions for additional items to be included in the agenda. Submissions may be made by any employee by contacting the Vice President of Safety and Regulatory Compliance. Except where deemed necessary by the Committee to hold a closed session, meetings are open to representatives of all employee groups by prior arrangement with the Chair. The President may attend any meeting and place items on the agenda for consideration by the Committee. Minutes are to be recorded by the Chair or a designee, then distributed to senior management and committee members.
- (4) Open items will be closed when all members of the committee agree to the corrective action.

B. Flight Safety Committee

- (1) The Flight Safety Committee, chaired by the Vice President of Safety and Regulatory Compliance, provides a focus for all matters relating to the safe operation of Mesa Airlines, Inc. aircraft. They review pertinent safety awareness reports, occurrence reports and the results of accident/incident investigations, then formulate suggested preventive or corrective safety actions. These initiatives may, for example, include bulletins, memos, revisions to manuals, new operating procedures or inclusion of the subject event in recurrent training.

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- (2) The following individuals are on the Committee:
 - (a) Vice President of Safety and Regulatory Compliance (Chair).
 - (b) Chief Pilot.
 - (c) Manager of Flight Standards.
 - (d) Regional Chief Pilots.
 - (e) Line Check Airmen.
 - (f) Flight Operations Safety Specialist.
- (3) The ALPA Safety Committee chairman will also be invited to the meetings, but will not serve on the Flight Safety Committee.
- (4) The Flight Safety Committee will meet on a monthly basis. Emergency meetings to address issues of immediate concern may be called at any time. Due to the confidential nature of many reports, all minutes (to be recorded by the Chair or designee), recommendations and other correspondence from the Flight Safety Committee to any outside person or group must be de-identified in accordance with the safety reporting system policies and procedures. Furthermore, while members are encouraged to share their work with others, they must also refrain from any discussion in which the identity of a person submitting a safety report might be disclosed.
- (5) Open items will be closed when all members of the committee agree to the corrective action.

2. QUARTERLY SENIOR MANAGEMENT REVIEW

- A. The Quarterly Senior Management Review is a comprehensive, systematic, documented review of the management system. The review shall include assessing effectiveness, identifying opportunities for improvement and determining the need for changes in the system, including, but not limited to the following:
 - (1) Organizational structure.
 - (2) Reporting lines.
 - (3) Authorities.
 - (4) Responsibilities.

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- (5) Policies, processes, and procedures.
- B. The review cannot take place without the President/CEO or the Senior Vice President of Operations being present.
- C. The Senior Vice President of Operations will chair the review.
- D. The review shall be scheduled and organized by the Vice President of Operations and be conducted at least once a quarter with the following participants:
 - (1) Senior Vice President of Technical Operations.
 - (2) Vice President of Safety and Regulatory Compliance.
 - (3) Vice President of Flight Operations.
 - (4) Vice President of Inflight Services.
 - (5) Vice President of Customer Service.
- E. In case of absence, each responsible manager shall delegate duties to a designated person within the manager's department who is qualified and prepared for this assignment. The name of the nominated designee must be submitted to the Senior Vice President of Operations prior to the meeting.
- F. The review should cover the following items:
 - (1) An assessment of the management system and a determination by senior management that all elements of the management system are in place and functioning effectively.
 - (2) An assessment of the operational performance and a determination of the suitability, adequacy and effectiveness of safety and quality management.
 - (3) Senior management must ensure deficiencies identified during the review are addressed through the implementation of organizational changes that will improved the performance of the management system, and thus the entire operation.
 - (4) Inputs to the review from the participants should include, but not be limited to:
 - (a) Results of audits, inspections, and investigations (i.e., FAA/DOD audits/inspections, code-share audits, Self Disclosures, Letters of Investigation, Letters of Concern's, etc.).

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- (b) Safety and quality results (i.e., Internal Evaluations findings, Self Audit findings, etc.).
 - (c) Operational feedback.
 - (d) Changes in regulatory policy or federal aviation legislation.
 - (e) Process performance and organizational conformity.
 - (f) Status of corrective and preventative actions (i.e., from audits, inspections and investigations).
 - (g) Follow-up actions from previous Quarterly Senior Management reviews.
 - (h) Feedback and recommendations for management system improvement.
 - (i) Other Regulatory violations.
- (5) Output from the review should include decisions and actions related to:
- (a) Improvement of the effectiveness of the management systems and its processes.
 - (b) Improvement of safety and quality requirements and resource needs.
- G. The Senior Vice President of Operations shall ensure the results of the review are properly recorded and include a plan, including action items for changes to be implemented within the organization.

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ACCIDENT AND INCIDENT INVESTIGATION

CHAPTER 5

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ACCIDENT AND INCIDENT INVESTIGATION

1. INTRODUCTION

This chapter contains material briefly covering the technical aspects of accident and incident investigation used by the Safety Department and other personnel in the course of an investigation. Requirements regarding mandatory reports to the NTSB and/or FAA are also found in the Mesa Airlines, Inc. *Emergency Manual*.

2. DEFINITIONS

A. Accident

An occurrence associated with the operation of an aircraft which takes place between the time any person boards the aircraft with the intention of flight, until such time as all such persons have disembarked, in which:

- (1) A person is fatally or seriously injured as a result of:
 - (a) Being in the aircraft.
 - (b) Direct contact with any part of the aircraft, including parts which have become detached from the aircraft.
 - (c) Direct exposure to jet(prop) blast.

NOTE Except when the injuries are from natural causes, self-inflicted or inflicted by other persons, or when the injuries are to stowaways hiding outside the areas normally available to the passengers and crew.

- (2) The aircraft sustains damage or structural failure which:
 - (a) Adversely affects the structural strength, performance or flight characteristics of the aircraft.
 - (b) Would normally require major repair or replacement of the affected component.

NOTE Except for engine failure or damage, when the damage is limited to the engine, its cowlings or accessories; or for damage limited to propellers, wing tips, antennas, tires, brakes, fairing, small dents or puncture holes in the aircraft skin; or the aircraft is missing or is completely inaccessible.

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B. Incident

An occurrence, other than an accident, associated with the operation of an aircraft which affects, or could affect, the safety of operation.

C. Investigator-In-Charge

A person charged, on the basis of his or her qualifications, with the responsibility for the organization, conduct and control of an investigation. This will normally be the Vice President of Safety and Regulatory Compliance.

D. Serious Incident

An incident involving circumstances indicating that an accident nearly occurred. The difference between an accident and a serious incident lies only in the result.

E. Serious Injury

An injury which is sustained by a person in an accident and which:

- (1) Requires hospitalization for more than 48 hours, commencing within seven days from the date the injury was received.
- (2) Results in a fracture of any bone (except simple fractures of fingers, toes, or nose).
- (3) Involves lacerations which cause severe hemorrhage, nerve, muscle or tendon damage.
- (4) Involves injury to any internal organ.
- (5) Involves second or third degree burns, or any burns affecting more than 5 percent of the body surface.
- (6) Involves verified exposure to infectious substances or injurious radiation.

3. INVESTIGATION POLICY AND OBJECTIVES

In addition to investigating all incidents, it is Mesa Airlines, Inc. policy to also conduct an in-house formal investigation following an accident or serious incident, even where it is also subject of to government investigation. This will enable Mesa Airlines, Inc. to ascertain quickly whether any immediate changes in procedures are necessary. Typically, Mesa Airlines, Inc. may be asked to investigate and make a report to the NTSB or FAA. All internal accident/incident investigations are carried out, under the authority of the President, by the Vice President of Safety and Regulatory Compliance. Investigations seek to determine not only the immediate causes, but the underlying or root causes as well. Appropriate prevention and intervention procedures will then be developed and remedial action recommended to prevent future similar occurrences.

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4. ACCIDENT/INCIDENT NOTIFICATION

- A. In the event of an accident, the Vice President of Safety and Regulatory Compliance shall be notified per the procedures contained in the Mesa Airlines, Inc., *Emergency Manual*. When an incident occurs, the Vice President of Safety and Regulatory Compliance shall also be immediately notified by the most expeditious means. Such incidents may include, but are not limited to, any occurrence, other than an accident, placing doubt on the continued safe operation of the aircraft and which:
- (1) Jeopardized the safety of the crew, passengers or aircraft, but terminated without serious injury or substantial damage.
 - (2) Caused damage to, or failure of, any major component not resulting in substantial damage or serious injury, but which will require the replacement or repair of that component.
 - (3) Jeopardized the safety of the crew, passengers or aircraft and avoided being an accident only by exceptional handling of the aircraft or by chance.
 - (4) Has serious potential technical or operational implications.
 - (5) Causes trauma to crew, passengers or third parties.
 - (6) Could be of interest to the press and news media.
- B. Specific examples include loss of engine cowlings, portions of flaps, control surfaces or fuselage panels, an altitude excursion or other ATC violation, or a minor taxiing accident, such as damage due to collision with ground equipment.

5. INVESTIGATIVE PROCEDURE

- A. Upon notification, the Vice President of Safety and Regulatory Compliance will determine the required level of response. In the event of an aircraft accident, personnel responsibilities are assigned as detailed in the ERM. For other incidents, the Vice President of Safety and Regulatory Compliance may request assistance from appropriate areas of Mesa Airlines, Inc. During all investigations, the Vice President of Safety and Regulatory Compliance has uninhibited access to all areas of operations, including any and all relevant documents and files as determined by the Vice President of Safety and Regulatory Compliance. All employees shall cooperate fully in any investigation and must not withhold any requested information.

NOTE The failure to cooperate during an investigation, intentional withholding of relevant facts, or providing false and/or misleading information, constitute grounds for immediate dismissal.

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- B. As soon as a notification of an incident/accident is received, the Vice President of Safety and Regulatory Compliance will ensure that all relevant documents are gathered and evidence preserved. When necessary, as in the case of an accident, specific technical duties will be assigned to qualified personnel. The Vice President of Safety and Regulatory Compliance maintains a list of employees qualified to serve on each of the following possible NTSB investigative groups (these employees may also perform such functions in lesser incidents):
- (1) Operations.
 - (2) Witness.
 - (3) Survival Factors.
 - (4) Air Traffic Control.
 - (5) Weather.
 - (6) Structures.
 - (7) Systems.
 - (8) Powerplants.
 - (9) Maintenance Records.
 - (10) Flight Data Recorder.
 - (11) Cockpit Voice Recorder.
 - (12) Human Performance.
 - (13) Aircraft Performance.
- C. Because aircraft accident and incident investigation is a highly complex and technical field, the Vice President of Safety and Regulatory Compliance shall periodically attend formal courses, seminars, etc. to maintain an appropriate level of readiness and expertise. Certain other designated employees may also attend such courses if they are expected to perform such duties in the event of an accident.

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6. ACCIDENT AND INCIDENT REPORTS

- A. The report format for all accidents (as defined in NTSB Part 830) will be written and numbered as per the ICAO Annex 13 Appendix, which is outlined below:
- (1) Factual Information
 - (a) History of the flight.
 - (b) Injuries to persons.
 - (c) Damage to aircraft.
 - (d) Other damage.
 - (e) Personnel information.
 - (f) Aircraft information.
 - (g) Meteorological information.
 - (h) Aids to navigation.
 - (i) Communications.
 - (j) Aerodrome information.
 - (k) Flight recorders.
 - (l) Wreckage and impact information.
 - (m) Medical and pathological information.
 - (n) Fire.
 - (o) Survival aspects.
 - (p) Tests and research. Brief statements regarding the results of tests and research.
 - (q) Organizational and management information.
 - (r) Additional information.
 - (s) Useful or effective investigation techniques.

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- (2) Analysis.
- (3) Conclusions.
- (4) Recommendations.
- (5) Appendices

Incident reports may be written in an abbreviated format, but will nevertheless contain summaries of relevant information grouped according to the four headings of factual information, analysis, conclusions, and recommendations. All reports will be submitted to management for review and their implementation of recommendations for preventive measures. If a safety recommendation is not considered necessary or feasible by management, a statement to that effect, giving the reasons for rejection of the recommendation(s), will be provided to the Vice President of Safety and Regulatory Compliance. The President has the final authority regarding the implementation of all recommendations.

7. AIRCRAFT AND GROUND SERVICING EQUIPMENT (GSE) DAMAGE REPORTING AND INVESTIGATION

A. Electronic forms have been developed to assist in damage reporting and investigation. These electronic forms are located on Mesa Airline's public drive, in the folder titled AC Damage, or are available by contacting the Mesa Airlines, Inc. Safety Department. The Regional/Hub Directors of Customer Service are responsible for disseminating these forms to their respective stations.

(1) Form IE-50 Aircraft & GSE Damage Notification Report

Developed as an information gathering and notification report, this report is to be completed by a supervisor at the scene of the mishap. The Witness statement is to be completed by the individual involved, or any witnesses to the mishap.

(2) Form IE-49 Aircraft & GSE Damage Investigation Report

Developed to be comprehensive investigation report. The investigating official will complete the entire report.

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B. Procedures To Be Followed After A Damage Incident

NOTE Do not disturb or move any equipment or evidence at the mishap scene. Movement for first aid to an injured person is the only exception.

(1) Station

Anytime damage is discovered to a Mesa Airlines, Inc. aircraft or GSE, the person making the discovery will notify his/her supervisor. The supervisor on duty will:

- (a) Immediately notify the captain of the aircraft, when applicable, the SOC Supervisor (1-888-634-6372), and the onsite Station Manager.
- (b) Obtain and complete a Mesa Airlines, Inc. Form IE-50 Aircraft & GSE Damage Notification Report. Other airlines may use their own approved forms, as long as it provides the minimum information needed to satisfy Mesa Airlines, Inc. requirements.
- (c) Make an effort to photograph the damage and mishap scene.
- (d) Fax or email the IE-50 Form, and email the photographs to the Mesa Airlines, Inc. Safety Department. The fax number is 866-775-2720. The email address is MesaSafety@mesa-air.com. Reports will be kept on file for a minimum of two years.
- (e) Ensure any Mesa Airlines, Inc. personnel directly involved in the mishap is accompanied to a drug/alcohol testing site for testing. This will be accomplished per Mesa Airlines, Inc. Drug and Alcohol program's procedures.
- (f) If damage was discovered within the first 10 minutes of arrival and is suspected of occurring at a previous station, or suspected of occurring inflight as a result of a previous station's actions, the up line station will be notified of the damage by the arrival station's investigator or designee. The up line station will submit an IE-50 Form (or equivalent).
- (g) In the event of an injury, the supervisor on duty will reference the Safety Procedures for OSHA Compliance (SPOC) as applicable.

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(2) System Operations Control

Upon telephonic notification of a mishap that results in damage to a Mesa Airlines, Inc. aircraft or GSE, the Dispatch Duty Manager will:

- (a) Notify appropriate departmental heads and code share partner, if applicable.
- (b) Send out a Text Message to the appropriate notification lists with facts of the situation.
- (c) Contact Corporate Communications and provide updated information, when applicable.
- (d) Notify the NTSB if damage meets NTSB 830 requirements.

(3) Corporate Communications (when applicable)

- (a) Coordinate with code share partner to determine course of action (i.e., press release, media conference, etc.).
- (b) Coordinate with System Operations Control to retrieve updates.
- (c) Provide updated information to code share partner.

(4) Human Resources

- (a) Retrieve Employee Personnel Files upon request.
- (b) Administer Drug & Alcohol testing to affected employee within two hours of incident.

(5) Maintenance

- (a) Maintenance Control will provide technical support as required.
- (b) Determine an appropriate plan of action for repairing aircraft (i.e., maintenance ferry, reposition, etc.).
- (c) In event of an injury, the supervisor on duty will reference Safety Procedures for OSHA Compliance (SPOC), as applicable.

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(6) Maintenance Safety Specialist

Monitor and review the investigation to ensure that all damage mishaps have been properly addressed and that corrective actions have been initiated that will decrease the likelihood of reoccurrence.

C. Investigating Officials

The following is a list of investigating officials who are directly responsible for the investigation of damage related mishaps relating to their area of oversight. The investigating official or designated official will investigate the mishap and complete an IE49 Aircraft & GSE Damage Investigation Report.

(1) Regional/Hub Directors of Customer Service

Responsible for ensuring complete investigation of all damages applicable to their stations. This includes damages to company owned GSE and damages to aircraft caused by company personnel, contract personnel, catering personnel, and fuel vendor personnel.

(2) Regional Directors of Maintenance

Responsible for ensuring complete investigation of all damages applicable to their stations. This includes damages to Mesa Airlines, Inc. owned GSE and damages to aircraft caused by company maintenance personnel, material personnel, and contract maintenance or cleaning personnel.

(3) Regional Chief Pilots

Responsible for ensuring complete investigation of all damages caused by the flight crew.

(4) Regional Inflight Managers

Responsible for ensuring complete investigation of all damages caused by the cabin crew.

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D. Damage Investigation Procedures

The investigating official will investigate the mishap. They will complete in its entirety, the IE-49 Aircraft & GSE Damage Investigation Report. The investigation process will include interviews and conference calls with the parties involved in the mishap. This report will be sent, at a minimum, to the Mesa Airlines, Inc. Safety Department, the Vice President or Director of the appropriate department, and the Senior Vice President of East/West Coast, as applicable, within seven days after the mishap.

E. Suggestions For Photographing A Mishap Scene

In an attempt to improve the quality of photographic evidence, the following is a list of some suggestions when tasked to photograph a mishap scene. Not all of these suggestions will apply to all occasions.

- (1) Photograph evidence that may disappear, move, or change (smoke, ice, shadows, weather conditions, leaked fuel, impact marks on ground, tire marks, etc.) before photographing hard evidence.
- (2) Get photographs from all sides of the mishap scene, if possible. Include photos of the complete aircraft or GSE. Take at least one photograph that identifies the N number of the aircraft, or serial number of the equipment involved. Try to get photographs that include an object that is permanent in nature (poles, walls, buildings, painted road lanes, etc.).
- (3) Photograph the path the person or equipment took to create the mishap, also photograph the intended path (what should have happened), if applicable.
- (4) Take three photos of every important item. Take wide angle, mid range, and close-up photos. A wide angle photo shows the scene, it gives reference between objects, equipment, or aircraft involved. This should be followed by a mid range photo. Get close, but keep some background in the photo, to show a relationship with the major component or with other evidence. Finally, get close-up photos to show detail. If possible, photograph an undamaged similar component, for comparison.
- (5) Many digital cameras have limited close-up ability. A sharp close-up photograph from a distance of 20 inches is more valuable than an out-of-focus shot at 10 inches away.
- (6) Show a scale of the item or damage, by photographing a person, a hand, a ruler, or a clipboard next to the item.

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- (7) Using software such as Microsoft Paint™, or others, to make obvious marks, identification, or bring attention to a particular item on a photograph is acceptable. However, there is software on the market that can alter photographic images. DO NOT use any of this software for that purpose.

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