



TECHNICAL GUIDANCE MATERIAL FOR SAFETY PROMOTIONS

SUBJECT: SAFETY PROMOTIONS

EFFECTIVE DATE: 15 OCTOBER 2026

1. APPLICABILITY

This Technical Guidance Material (TGM) applies to service providers who are required to establish and implement a safety management system in terms of South African Civil Aviation Regulations (SACAR) Part 140.

2. PURPOSE

The purpose of this TGM is to augment the South African Civil Aviation Technical Standards (SA-CATS) 140 to provide the technical provisions on how to establish safety promotions within entities. This TGM provides guidance to support the implementation of Safety Management System (SMS) requirements and should be read in conjunction with the applicable SACAR, SA-CATS, and other relevant legislations. It does not replace or create additional regulatory requirements.

3. REQUIREMENTS

3.1 SACARs Part 140.01.3(1)(d)

3.2 SA-CATS 140.01.3.23 & 24

4. REFERENCE:

- i. ICAO Annex 19
- ii. ICAO Doc 9859 as amended
- iii. Civil Aviation Regulations Part 140
- iv. Civil Aviation Technical Standards 140

5. LIST OF DEFINITIONS AND ABBREVIATIONS USED IN THIS DOCUMENT

5.1 Definitions

TERMINOLOGY	DESCRIPTION
Hazard	A condition or an object with the potential to cause or contribute to an aircraft incident or accident.
Safety Management Systems	a systematic approach to managing safety, which includes the necessary organizational structures, accountabilities, policies, and procedures

Safety risk	The predicted probability and severity of the consequences or outcomes of a hazard
Service provider	An entity holding an approval from the South African Civil Aviation Authority

5.2 Abbreviations

ABBREVIATION	MEANING
SMS	Safety Management System
ICAO	International Civil Aviation Organization
SACARs	South African Civil Aviation Regulations
SA-CATS	South African Technical Standards

6. GENERAL

This TGM provides a practical framework for aviation service providers in implementing effective safety communication within their SMS, in accordance with SACARs and SA-CATS Part 140. It supports organisations in ensuring that safety information is appropriately communicated, understood, and acted upon to enhance overall safety performance.

Safety promotion activities should be commensurate with the size, nature, complexity and operational risks of the organisation to ensure that communication remains effective and proportionate.

The Safety Manager plays a critical role in ensuring the effectiveness of safety communication within the organisation's SMS by developing and implementing a structured communication strategy aligned with SMS objectives and operational needs. This includes identifying key safety messages, selecting appropriate communication methods, and ensuring processes are properly integrated and standardised.

The Safety Manager is also responsible for ensuring that safety information such as hazards, risks, lessons learned, procedural changes, and performance data is communicated to all relevant personnel in a timely, clear, and actionable manner. In addition, the role involves leading safety awareness initiatives, including campaigns and training, to strengthen safety culture and encourage proactive hazard reporting. Furthermore, the Safety Manager must monitor communication effectiveness by confirming that messages are received, understood, and implemented, using tools such as audits, feedback, and performance monitoring to continuously improve communication processes and overall SMS effectiveness. The Safety Manager should also facilitate organisational learning by ensuring that lessons learned from occurrences, audits, inspections, investigations and safety reviews are effectively communicated throughout the organisation, where appropriate.

Senior and line management are responsible for supporting and promoting safety communication by demonstrating visible commitment to safety, ensuring that safety information is clearly communicated and applied within their areas, and encouraging active participation in reporting and safety discussions to strengthen safety culture and improve risk management.

7. Safety Communication Framework

7.1 General Requirements

Service providers are mandated to establish and maintain a structured safety communication strategy to ensure that SMS objectives, policies, and procedures are effectively communicated to all relevant personnel across the organisation. This strategy should be formalised, documented, and integrated into the organisation's SMS to ensure consistency, clarity, and effectiveness in the delivery of safety information.

The communication strategy should:

- 7.1.1 **Be tailored to different roles and operational needs:** Safety communication should be adapted to suit the specific responsibilities, and operational contexts of different personnel within the organisation. For example, frontline staff may require practical, task-specific safety information, while management may require strategic safety performance data. Tailoring communication ensures that information is relevant, easily understood, and actionable by its intended audience.
- 7.1.2 **Use appropriate communication methods and channels:** A variety of communication methods should be used to ensure effective dissemination of safety information. These may include formal channels such as training sessions, safety meetings, briefings, and official publications, as well as informal channels such as newsletters, email communications, internal platforms, and visual aids. The selection of communication methods should consider the nature, urgency, and complexity of the information being shared.
- 7.1.3 **Ensure timely dissemination of safety-critical information:** Safety-critical information, including hazards, risks, safety alerts, and lessons learned, must be communicated promptly to ensure that personnel can take immediate and appropriate action to mitigate risks. Delays in communication may increase exposure to safety hazards and reduce the effectiveness of risk controls. Organisations should establish clear processes to prioritise and rapidly distribute such information.
- 7.1.4 **Support two-way communication across the organisation:** The communication strategy should promote open and transparent communication by enabling the flow of information both from management to staff and from staff to management. Personnel should be encouraged to actively report hazards, share safety concerns, and provide feedback. This two-way engagement is essential for fostering trust, strengthening safety culture, and ensuring that valuable frontline insights contribute to safety improvement.

8. Objectives of Safety Communication

Safety communication within an SMS should aim to achieve the following:

8.1 Promote SMS Awareness

Organisations should ensure that all personnel are fully aware of the SMS, including their roles and responsibilities, through continuous training and communication. This awareness promotes effective implementation of safety policies, encourages participation in safety activities, strengthens accountability, and supports a positive safety culture and ongoing improvement in safety performance.

8.2 Communicate Safety-Critical Information

Service providers should establish robust processes to identify, assess, and communicate safety-critical information in a timely and effective manner to all relevant personnel. This includes:

- 8.2.1 **Identified hazards and safety risks:** All hazards identified through operational activities, safety reports, audits, or risk assessments should be clearly communicated to relevant personnel. This ensures that individuals understand the potential safety implications of their tasks and are aware of the associated risks that may impact operations.
- 8.2.2 **Information derived from internal and external safety data:** Safety data collected internally (e.g., occurrence reports, audits, inspections, flight data monitoring) as well as external sources (e.g., regulatory authorities, industry publications, other service providers) should be analysed and shared to provide meaningful safety insights. This enables personnel to remain informed about emerging trends and system-wide risks.
- 8.2.3 **Lessons learned from incidents, investigations, and industry experience:** Findings and recommendations from internal occurrences, accident investigations, and relevant industry case studies should be widely disseminated across the organisation. Sharing lessons learned helps prevent recurrence, promotes organisational learning, and reinforces best practices in safety management.
- 8.2.4 **Updates on safety risk controls:** Any new, revised, or enhanced safety risk controls implemented to mitigate identified hazards should be communicated promptly. Personnel should understand how these controls impact their duties and what actions are required to ensure their effective implementation.

8.3 Raise Awareness of Risk Controls and Corrective Actions

Changes in safety risks and mitigation measures should be clearly and consistently communicated to all relevant personnel to ensure effective implementation and understanding. This ensures that employees are fully aware of:

- 8.3.1 **Newly identified risks:** Any new hazards or emerging risks identified through safety reporting, audits, inspections, or data analysis should be communicated promptly. Personnel should understand the nature of these risks, how they may affect operations, and what precautions or actions are required to manage them effectively.
- 8.3.2 **Updated or modified safety controls:** When existing safety controls are revised or enhanced, it is essential that these changes are clearly explained to affected personnel. This includes outlining what has changed, why the changes were necessary, and how the updated controls should be applied in practice. Clear communication helps ensure consistency in implementation and reduces the likelihood of confusion or non-compliance.
- 8.3.3 **Corrective actions implemented following occurrences:** Corrective actions developed in response to incidents, accidents, audit findings, or identified safety deficiencies should be communicated to relevant personnel. This should include the purpose of the corrective measures, expected outcomes, and any changes to procedures or practices. Communicating corrective actions not only supports effective implementation but also reinforces organisational learning and demonstrates a commitment to continuous safety improvement.

By effectively communicating these elements, organisations ensure that personnel remain informed, prepared, and capable of responding appropriately to changes in the safety environment, thereby strengthening overall risk management and operational safety.

8.4 Communicate Changes to Safety Procedures

All new or amended safety procedures must be clearly and promptly communicated to affected personnel in a manner that is accessible and relevant to their roles. Organisations should ensure that individuals understand the purpose, impact, and required actions associated with the changes, supported by training or briefings where necessary, to ensure correct implementation, maintain safety, and support continuous improvement.

8.5 Promote a Positive Safety Culture

Safety communication should actively promote and reinforce a positive safety culture across the organisation by:

- 8.5.1 **Encouraging open and transparent communication:** Organisations should create an environment where safety information is shared freely and openly across all levels, without barriers. Personnel should feel comfortable discussing safety concerns, operational challenges, and potential risks with colleagues and management. Transparency in communication helps build trust, improves situational awareness, and ensures that safety issues are identified and addressed promptly.
- 8.5.2 **Supporting non-punitive reporting:** Safety communication should emphasise a just culture approach, where personnel are encouraged to report errors, hazards, and safety concerns without fear of blame or unjust disciplinary action. Clearly communicating the organisation's non-punitive reporting policy helps build confidence in reporting systems and promotes honest and accurate reporting of safety information, which is essential for effective risk management. Management should demonstrate visible commitment to safety by actively participating in safety meetings, promoting open communication, and reinforcing Just Culture principles.
- 8.5.3 **Motivating personnel to identify and report hazards:** Organisations should actively encourage employees to participate in safety activities by identifying hazards and reporting them through established reporting systems. This can be achieved through regular communication, awareness campaigns, feedback mechanisms, and recognition of proactive safety behaviour. Engaged personnel are more likely to contribute to hazard identification and continuous safety improvement.

8.6 Provide Feedback on Safety Reports

Service providers should establish structured and transparent mechanisms to provide feedback to personnel who submit safety reports, ensuring that contributors remain informed, engaged, and confident in the reporting process. This should include:

- 8.6.1 **Acknowledgement of reports received:** Organisations should promptly acknowledge receipt of safety reports to confirm that the information has been received and is being reviewed. This initial response reassures personnel that their input is valued and that the organisation is actively monitoring safety concerns.
- 8.6.2 **Actions taken to address reported issues:** Where applicable, organisations should communicate the actions taken in response to reported hazards or safety concerns. This may include the implementation

of risk controls, procedural changes, or further investigations. Clear communication of these actions demonstrates that reports lead to tangible outcomes and reinforces the importance of reporting.

- 8.6.3 **Outcomes of investigations or risk mitigation efforts:** Personnel should be informed of the results of investigations and the effectiveness of any corrective or preventive measures implemented. Sharing outcomes helps promote organisational learning, prevents recurrence of similar issues, and enhances understanding of how safety risks are managed within the organisation.

Providing consistent and meaningful feedback strengthens trust in the safety reporting system, reinforces a just and open reporting culture, and encourages continued participation from personnel. This ongoing engagement is essential for maintaining an effective SMS and supporting proactive hazard identification and risk management.

9. Internal and External Communication

9.1 Internal Communication

Safety information should be communicated internally through channels selected according to the audience, urgency, complexity, and operational context of the message. These channels may include newsletters and bulletins, notices and publications, operational briefings and meetings, training sessions and workshops, emails, digital platforms, and visual aids.

The effectiveness of safety communication methods should be periodically reviewed to ensure that safety information is reaching the intended audience and supporting safe operations.

9.2 External Communication

Service providers should assess whether certain safety information needs to be shared with external organisations to support broader aviation safety objectives and ensure alignment across the industry. This includes:

- 9.2.1 **Other service providers:** Relevant safety information, such as lessons learned from incidents, identified risks, effective mitigation strategies, should be shared with other service providers where appropriate. This promotes collective learning, helps prevent similar occurrences across organisations, and enhances consistency in safety practices within the aviation system.
- 9.2.2 **Industry bodies:** Engagement with industry associations and forums provides an opportunity to disseminate safety information, exchange best practices, and contribute to industry-wide safety initiatives. Sharing information through these platforms helps raise awareness of emerging risks and supports the development of coordinated safety improvement strategies.
- 9.2.3 **Regulatory authorities:** Service providers should maintain open and transparent communication with the CAA by sharing relevant safety data, occurrence reports, and updates on safety performance and risk management activities. This ensures regulatory oversight is informed and supports collaborative efforts to enhance safety at both organisational and State levels.

External communication plays a critical role in strengthening collaboration, improving system-wide awareness of safety issues, and contributing to the continuous improvement of aviation safety. By actively sharing relevant

safety information beyond organisational boundaries, service providers support a more integrated, proactive, and resilient aviation safety system.

10. Communication Effectiveness

Service providers should regularly assess whether safety communication reaches the intended audience, is understood, and results in the required actions. This ensures that communication supports practical safety outcomes rather than serving only as a procedural requirement. Assessment methods may include internal audits, staff surveys or feedback, and SMS performance evaluations.

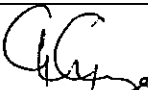
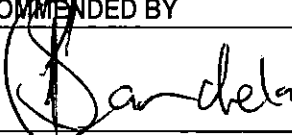
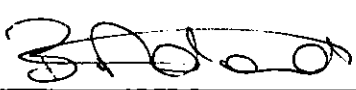
11. Continuous Safety Promotion

Safety promotion should be maintained as a continuous SMS activity. Organisations should keep safety information current, reinforce priority messages, and adapt communication approaches based on feedback, audit findings, safety performance outcomes, and emerging risks. Organisations should ensure that safety promotion remains an ongoing activity rather than being limited to periodic campaigns or regulatory compliance exercises.

12. Conclusion

Effective safety communication is a cornerstone of a successful SMS. By ensuring that safety information is timely, relevant, and clearly understood, South African aviation service providers can enhance safety awareness, strengthen safety culture, and support proactive risk management. Continuous evaluation and improvement of communication processes will ensure alignment with both organisational and State safety objectives.

13. AUTHORISATION

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	BONGEKILE MTLOKWA	30 September 2026
SIGNATURE OF: SMS TO	NAME IN BLOCK LETTERS	DATE
REVIEWED & VALIDATED BY:		
	GCINOKUHLE MKHONZA	30 September 26
SIGNATURE OF M: SMS	NAME IN BLOCK LETTERS	DATE
RECOMMENDED BY		
	LUVUYO SILANDELA	30/09/2026
SIGNATURE OF (A)SM: AC	NAME IN BLOCK LETTERS	DATE
APPROVED BY:		
	BABALWA NDANDANI	01/10/2026
SIGNATURE OF E: LAC	NAME IN BLOCK LETTERS	DATE