Appendix 3:

Return to Service Roadmap

Return to Service Roadmap

Incident Investigation (Findings and Actions)

ISSUE		ACTION	DUE DATE	RESP.
Address Transportation Safety Board Interim Findings	●	Review of interim report, findings and actions, as appropriate	Ongoing	Task Force
	●	Industry discussion with TSB prior to flight return to service	TBD	Steering Team
Address Cougar and Independent 3rd party Preliminary Investigation Report findings	●	Review Cougar internal and 3rd Party (RJ Waldren) investigations preliminary findings	01-Apr-09	Cougar / ASR

Sikorsky S-92 Helicopter Readiness (Equipment)

ISSUE		ACTION	DUE DATE	RESP.
Complete due diligence review of Manufacturer Alert Service Bulletins	●	Review status and execute RTS Alert Service Bulletins (ASB)	03-Apr-09	Cougar
	●	Review ASB overall status	27-Mar-09	Task Force
	●	Review with Sikorsky why steel studs are recommended	26-Mar-09	Cougar / ASR
	●	Verify Sikorsky's role in the readiness review	03-Apr-09	ASR
Review Maintenance and Quality Assurance management programs.	●	Describe means of definition of critical aircraft components and how Cougar's PM system is aligned to this criticality	03-Apr-09	Cougar / ASR
	●	Provide overview of prior gearbox issues	03-Apr-09	Cougar / ASR
	●	Verify maintenance execution and personnel competency management system, including management of ASBs.	03-Apr-09	ASR
Complete RTS Check using 1250 Hr Gearbox Inspection and Servicing	●	Complete early 1250 hour comprehensive gearbox inspection	03-Apr-09	Cougar / ASR
Replace SCH Main Gear Box	●	Complete early main gearbox replacement on SCH	12-Apr-09	Cougar
Complete Flight Tests and Follow-Up Inspections	●	Complete flight tests and follow-up inspections	03-Apr-09	Cougar

Cougar Flight Operations Readiness (People and Processes)

ISSUE		ACTION	DUE DATE	RESP.
Perform Regulatory Compliance review	●	Transport Canada report issued on regulatory compliance	25-Mar-09	Transport Canada / ASR
	●	TC issues identified and actions completed	26-Mar-09	Cougar
	●	Review previous Transport Canada audit / inspection reports	30-Mar-09	ASR
Review Cougar Safety and Risk Management systems	●	Complete and issue Independent Aviation Safety Review Report	03-Apr-09	ASR
	●	Review status of action items from previous Operator's Audit	03-Apr-09	ASR
Verify Management of Change (MOC) process.	●	Review MOC process and verify compliance	03-Apr-09	ASR
Review Operating Procedures	●	Review Operating procedures	03-Apr-09	ASR
Review Emergency Procedures	●	Complete revisions to emergency checklists and procedures	03-Apr-09	Cougar / ASR
Review Staffing Qualification, Certification and Training Management System	●	Verify pilot training and competency management including emergency operations	03-Apr-09	Cougar / ASR
	●	Employee Assistance Program (EAP) feedback	01-Apr-09	Cougar / Task Force
Return to Service Plan	●	Issue Cougar Return to service (RTS) plan	27-Mar-09	Cougar
	○	Transition from S-61 to S-92 SAR/Medevac capability	6-Apr-09	Cougar

Passenger Safety (Non helicopter safety equipment)

ISSUE		ACTION	DUE DATE	RESP.
Present Sikorsky S-92 Global Performance data	●	S-92 safety performance statistics and history (global) (including safety stats on other operating units.)	03-Apr-09	ASR / Task Force
Confirm Flight Suits are fit-for-service and address sizing concerns	●	Is the flight /immersion suit fit for service. Consideration to be given to suit sizes	30-Mar-09	HSEQ
Verify Personal Locator Beacons fit-for-service	●	Verify correct function and fitness for service	30-Mar-09	HSEQ
Review Helicopter Underwater Emergency Breathing Apparatus (HUEBA) implementation plan	●	Continue Implementation plan and report status	30-Mar-09	HSEQ
Review Passenger Training and Orientation programs	●	Review and update as required.	30-Mar-09	HSEQ
Review Emergency Response systems and protocols	○	Gather information pertaining to the ability to add additional flotation (for sea state 6) to the S-92. Determine applicability for our operations	30-Mar-09	ASR
	●	Describe Operator's and JRCC / SAR response processes	30-Mar-09	HSEQ
	●	Complete Lessons Learned exercise for onshore emergency response (incl. Telelink performance)	01-Apr-09	HSEQ

Stakeholder Engagement

ISSUE		ACTION	DUE DATE	RESP.
Gather and review JOHSC feedback	●	Solicit JOHSC feedback (what do they need to resume flying offshore)	29-Mar-09	Steering Team
Provide Aviation industry background	●	Terminology, Organizational overview and description of relevent procedures on aviation industry (TSB, TC, FAA, ASB,.....)	03-Apr-09	ASR
Workforce information packages.	●	Flash cards / Data sheets/ Slides (S-92, PLBs, Suits, ...)	06-Apr-09	Steering Team
Communicate Return to Service Plan	●	Provide initial communications to organization on the plan to return to service (i.e. memo, town hall email, etc)	26-Mar-09	Steering Team
Gather and review other stakeholder feedback	●	Communicate Roadmap to the CNLOPB	30-Mar-09	Steering Team
Return to Service Plan Results	●	Provide a high level review of all deliverables to the workforce	30-Mar-09	Task Force
Complete Task Force Report	●	Issue preliminary report to Steering Team	06-Apr-09	Task Force
Share results of Return to Service activities	○	Update the Regulator prior to resuming flight operations	08-May-09	Steering Team
	○	Inform the workforce of the timing to re-start operations	11-May-09	Steering Team
Address remaining stakeholder concerns	○	Final communication materials issued.	08-May-09	Steering Team
Management Town Halls, Onshore and Offshore	○	Management participation in initial flying program (including the Regulator)	12-May-09	Steering Team
Cougar Heliport First Flight Briefing	○	Flight Briefings	15-May-09	Steering Team

4/30/2009