



MESSAGE FOR THE AVIATION INDUSTRY

My fellow professionals of the Malaysian aviation industry, flight and ground crew, air traffic controllers, management staff and all those involved,

Warm greetings to all of you and I hope this message finds you well in the excitement of the impending restart of our heavily strained industry. If we were to look closely at the numbers and capacity at the moment, we have virtually moved back 12 years in time. But our advantage is that we now know what we did not 12 years ago. Back then, we did not have the technologies, competencies and high safety procedures. From then to 2021 today, we have gained and developed by leaps and bounds in terms of knowledge, experience and capacity.

To return to the capacity levels of 12 years ago, we all must take advantage of our current situation to re-optimize quickly whilst implementing the advanced knowledge and skills that we did not have back then. Let's learn from our mistakes in the past and make this restart safe and efficient. With the good news of the vaccine safely in our homeland and amidst the urgent calls to reopen borders and allow our airspace to be filled with flying machines again, all of us at the Civil Aviation Authority of Malaysia (CAAM) share your excitement too.

As we all prepare for a restart, we would like to bring to your attention to a few key aspects that we must be cognizant of as we strive to keep Malaysia's airspace safe and sound. I will not make this message technical with data and statistics as I believe many are well versed in these matter than I am. With a sincere heart, I wish to address my peers behind the machines and operations. I fully appreciate you taking the time to read, understand, implement and cascade down to our colleagues in the industry and I sincerely thank all of you for your attention to these items and more.

Safety, Safety and Safety.

We all know this word very well as one of the most mentioned words in our highly regulated industry. Let's all pay close attention to the items below:

DO NOT RUSH. As we restart, most crew would have flown approximately 70% less than they would have in normal circumstance. This means, what was previously a norm or a motor skill, by now, it might have gotten a little rusty. Take the time to properly prepare, brief the crew with insight, look outside at least twice, ask ask and ask, **SPEAK UP** when you see something wrong or anytime there is uncertainty, recheck the manuals or checklist, maintain standard operating procedures at ALL times and remember that this list is non exhaustive. This applies to all ground crew as well as everything that is worth a second look.

Never underestimate the need for good mental health and rest.

If ever there was a time that this **MUST** be a priority, it is now. COVID-19 has changed so many things and we must look out for each other. Remember that behind the most outstanding image of the Captain or the most senior engineer or purser, is a human being with feelings, problems, debt, insecurities, broken hearts and everything else human. None of us are perfect. Take a moment to ask with true care and empathy. We do not know the problems that a person might have and we should never judge. We can all take a little time to better understand What, Why, When and How a person made a strange remark, decision or action. This might be the very first step in preventing a chain of events that could develop into an accident. In summary, truly and sincerely care from your heart. Look out for the other person sharing the same cockpit, aircraft, airspace, airport and we all will enjoy a safer and more caring environment.

Respect the machines that we operate.

Whether you fly a light plane or a super jumbo, the machine must be respected at all times. Never exceed 2 things; the limitations of the machine that you operate and your own personal limit, whichever reaches capacity first.

My dear colleagues, there is **NO** room for arrogance and recklessness in our industry. Remember that you only have 2 seconds to panic in an emergency and then you are expected to perform like you were born to bring the airplane safely home in the safest

and calmest manner. That itself is a mighty feat. There is no harm in using the full runway length, making a conservative judgement call to go around, doing a third walk around just to be sure, making an earlier replacement on the tyres where conditions warranted this or any time there is uncertainty. It is always the better choice to walk off the plane safely.

Air Traffic Control, Operations Control, Engineering, Ramp, Check-In and Management staff.

These are definitely my favourite people in the industry. You take the least credit, do a lot of hard work and are always behind the scenes. You might not feel this, but YOU are one of the most important elements in a safe flight mission. This is the time that we must all step up and cross check everything that we do. Ask ourselves questions and be very intuitive. Is the aircraft airworthy, have we spoken to the pilots, are the bags loaded carefully and securely, have I latched the door properly, is the weather updated for the briefing package, is the aircraft tracking devices working properly, when was the last reporting point, is the aircraft too close? The questions are endless but if we all collectively make that second check, walk the third time, I'm positive that we will be that crucial chain breaker that prevented a preventable incident or accident. Most importantly, know the regulations and ensure that we all strictly adhere to them.

Lastly, I urge everyone in the industry to pay closer attention now more than ever, to every single detail in our daily operations. This is the time that I urge all to be humble and kind to each other. There must be no compromise to safety. Always strive to do the right thing even when no one is watching. I have always said this to the people that I have had the privilege to operate with; always make that decision, that judgement call, as if your mother was on board that plane. Simple as it might sound, you will always make the best and safest decisions given the circumstances.

Let's all stand together, comply with the regulations and standard operating procedures and bring our proud Aviation Industry to even greater heights than before COVID-19. The Aviation Industry will be resilient as she has always been.

I would also like to update on what CAAM is currently working on to improve our service to our valued stakeholders. Soon, CAAM will be publishing a client's charter which outlines the key commitments and standards of services offered by CAAM. This includes a shorter turnaround time and expediting the process for approval

applications for higher quality service. New Civil Aviation Directives (CAD) are also in effect 1st April 2021. This will in a short time frame be equipped with comprehensive guidance materials – the very first time this is done in Malaysia. Moving forward, CAAM strives to be more facilitative, communicative and attentive to the industry all while maintaining the highest level of safety and security.

Here's to the Aviation Industry's comeback in the safest possible manner.

Regards,

A handwritten signature in black ink, appearing to read 'Chester Voo', with a long horizontal stroke extending to the right.

Captain Chester Voo
Chief Executive Officer
Civil Aviation Authority of Malaysia
16 March 2021

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