



# Corporate Objectives for Solomon Airlines for 2019 to 2021

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## Summary of Corporate Objectives for 2019 to 2021 from the 2019 Business Plan

### 3.3.4 Strategic Objectives for Corporate 2019/2020

Key Strategic Outcome	Proposed action Plan	Performance Target	Budget
3.3.4.1 <i>Relifed Twin Otter</i>	Find a financier, define the lease contract and commence the lease	Q2 2019	USD \$ 52,000 per month
3.3.4.2 <i>2nd Relifed Twin Otter</i>	Find a financier, define the lease contract and commence the lease	Q2 2020	USD \$ 53,000 per month
3.3.4.3 <i>3rd Relifed Twin Otter</i>	Find a financier, define the lease contract and commence the lease	Q3 2021	USD \$ 54,000 per month
3.3.4.4 <i>Replace A320</i>	Find a suitable replacement aircraft. Define the lease and commence the new lease	Q3 2019	USD \$ 250,000 per month plus provisions
3.3.4.5 <i>Project Space</i>	Form a project team to deal with the requirement for additional space	Q1 2019	TBC
3.3.4.6 <i>Building Safety and Security</i>	Company Building Safety and Security to be upgraded	Q3,2109	AUD 20,000
3.3.4.7 <i>Motor Vehicles Policies</i>	Define the Motor Vehicle Policies for purchasing / leasing and maintenance	Q1 2019	BAU
3.3.4.8 <i>Tandai Property</i>	Find a suitable developer and consider a partnership to build apartments	2019	TBC
3.3.4.9 <i>Property Maintenance</i>	Produce a list of properties that need urgent maintenance, prioritise and commence work	2019	SBD \$ 300,000

## Summary of Corporate Objectives for 2019 to 2021 from the 2019 Business Plan

### 3.4.3 Strategic Objectives for Ground Operations 2019/2020

Key Strategic Outcome	Proposed action Plan	Performance Target	Budget
3.4.3.1 <i>Replace pallet loader</i>	Source a used Replace pallet loader (JCPL)	Q3 2019	AUD \$ 200,000
3.4.3.2 <i>Replace Catering Truck</i>	Source a suitable new / used catering truck	Q2 2020	AUD \$ 100,000
3.4.3.3 <i>Replace Conveyer belt loaders</i>	Source 2 suitable new / used belt loaders	Q2 2019, Q 2 2020	AUD \$ 30,000 each
3.4.3.4 <i>Replace Cargo tugs</i>	Source 2 appropriate new / used cargo tugs	Q3 2019, Q3 2020	AUD \$ 40,000 each
3.4.3.5 <i>Acquire 2 Passenger Aid Unit</i>	Source 2 appropriate new / used Passenger Aid Unit (PAU) for Honiara and Munda	Q4 2019, Q4 20120	AUD \$ 30,000 each
3.4.3.6 <i>Acquire Communication Equipment</i>	Source appropriate communication equipment for the OCC	Q 2 2019	AUD 20,000
3.4.3.7 <i>Upgrade Check in facilities</i>	Continue seeking permission to paint the facilities and install fans. Acquire and replace the current computers and printers	Q2 2019	AUD 12,000

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### 3.5.7 Flight Operations Strategic Objectives for Flight Operations 2019/2020

Key Strategic Outcome	Proposed action Plan	Performance Target	Budget
3.5.7.1 <i>Complete mandatory training</i>	Ensure all mandatory training is completed on time	Q4 2019	AUD \$ 250,000
3.5.7.2 <i>Employ pilots</i>	Employ and train enough pilots to operate the aircraft efficiently	Q2 2020	SBD \$ 300,000
3.5.7.3 <i>ATPL Captains</i>	Ensure that enough ATPL Captains are available for the domestic fleet	Q1 2019	SBD \$ 150,000
3.5.7.4 <i>Business Improvement</i>	Acquire software and other technology to improve the business	Q3 2019, Q3 2020	AUD \$ 10,000
3.5.7.5 <i>Cert IV</i>	3 Pilots to acquire Cert IV	Q4 2019,	AUD \$ 2,000
3.5.7.6 <i>CORSIA</i>	Implement CORSIA tracking	Q 1 2019	AUD \$ 5000
3.5.7.7 <i>Instrument Approaches</i>	All domestic pilots are to be trained to fly RNAV/GPS approaches to improve schedule integrity	Q4 2019	BAU
3.5.7.8 <i>E-IOSA</i>	Close all IOSA Findings and Observations	Q1 2019	BAU

## Summary of Corporate Objectives for 2019 to 2021 from the 2019 Business Plan

### 3.6.7 Strategic Objectives for Engineering and Maintenance 2019/2020

Key Strategic Outcome	Proposed action Plan	Performance Target	Budget
3.6.7.1 <i>Complete mandatory training</i>	Ensure all mandatory training is completed on time	Q4 2019	AUD \$ 50,000
3.6.7.2 <i>Management Training</i>	Ensure that the Manager / Supervisors are given adequate management training	Q1 2019	AUD \$ 10,000
3.6.7.3 <i>Employ LAMEs</i>	Employ and train enough engineers to maintain the aircraft efficiently	Q2 2020	SBD \$ 200,000
3.6.7.4 <i>LAME training</i>	Ensure that AMEs are encouraged and supported to become LAMEs	Q4 2019	SBD \$ 80,000
3.6.7.5 <i>Business Improvement</i>	Acquire software and other technology to improve the business	Q3 2019, Q3 2020	AUD \$ 10,000
3.6.7.6 <i>Apprentices</i>	Employ and train apprentices	Q4 2019,	SBD 50,000
3.6.7.7 <i>E-IOSA</i>	Close all IOSA Findings and Observations	Q1 2019	BAU
3.6.7.8 <i>Hangar floor</i>	Ensure the hangar floor is repaired and painted	Q2 2019	SBD \$ 150,000
3.6.7.9 <i>Retaining Wall</i>	Improve drainage and build a retaining wall to manage flood waters	Q2 2019	SBD \$ 200,000
3.6.7.10 <i>Stores</i>	Ensure the staff understand that there will be a zero tolerance to sloppy management of parts and tools	Q1	BAU

3.7.6 Strategic Objectives for Continuing Airworthiness 2018/2019

Key Strategic Outcome	Proposed action Plan	Performance Target	Budget
3.7.6.1 <i>E-IOSA</i>	Close all IOSA Findings and Observations	Q1 2019	BAU
3.7.6.2 <i>DHC-8 C Check</i>	Plan and conduct the C Check	Q3 2019	USD\$ 850,000
3.7.6.3 <i>A320 A Checks</i>	Reduce the down time for the A320 checks	Q2 2019	BAU
3.7.6.4 <i>E-IOSA</i>	Close all IOSA Findings and Observations	Q1 2019	BAU
3.7.6.5 <i>Maintenance Planning Board</i>	Produce a Maintenance Planning Board to improve visibility of planning	Q1 2019	SBD \$ 4,000
3.7.6.6 <i>Maintenance done on time</i>	Ensure that all Maintenance Planning and maintenance is done on time	Ongoing	BAU
3.7.6.7 <i>Staff Training</i>	Ensure Staff Training is done on time	Q4 2019 / 2020	AUD \$ 10,000
3.7.6.8 <i>Tracking Equipment</i>	Install tracking equipment on all Company aircraft	Q1, 2, 3, 4 2019	USD \$ 50,000

## Summary of Corporate Objectives for 2019 to 2021 from the 2019 Business Plan

### 3.8.13 Key Objectives for Finance for 2019

Key Strategic Outcome	Proposed action Plan	Performance Target	Budget
<i>3.8.13.1 Improved timelines</i>	In 2019, Finance will continue to focus on timeliness of Financial data processing and Reporting for Management and Board	Ongoing	N/A Fits with Business as Usual (BAU)
<i>3.8.13.2 Better access to data for Managers</i>	Department Managers will be provided with the tracking of the monthly operational costs and Capex against their budget	Ongoing	N/A Fits with Business as Usual (BAU)
<i>3.8.13.3 Improved procurement</i>	Procurement section within Finance will continue to negotiate corporate rates with major suppliers and lock-up SLAs and assist department with their procurement requirements and to track savings	31 December 2019	Saving of SBD 300 000 (Smart Cost mgt)
<i>3.8.13.4 Faster Revenue collection</i>	In 2019, Finance will continue to focus on timeliness of Billing of Debtors, Receipting and Banking of all sales from all company offices and agents	Ongoing	N/A Fits with Business as Usual (BAU)
<i>3.8.13.5 Appropriate training</i>	All staff will be provided with appropriate training. This includes IATA training for Revenue Management both in-house & offsite	50% Q1/2 2019 and 50% Q3/4	SBD240 000 For local and overseas
<i>3.8.13.6 Increased use of Electronic Funds Transfer</i>	The Electronic Transfer of Funds will be pursued	Cash receipts to be reduced by 50% and electronic payments increased to 70%	Business as Usual



3.9.10 Key Objectives for Commercial for 2019 / 2020

Key Strategic Outcome	Proposed action Plan	Performance Target	Budget
3.9.10.1 Amadeus Dehosting Phase 1	Technical and project management teams in place to do Phase one which is move out of Qantas	Q2,2019	SBD160k
3.9.10.2 Amadeus Dehosting Phase 2	Technical and Project management teams in place to manage the introduction of several new features	Q3,Q4 2019	€252,000
3.9.10.3 Solomon Airlines Website	Engage with Tomahawk to role out the new features and payment gateways etc.	Q1,2019	AUD \$ 10k
3.9.10.4 Henderson Customer Care Centre	Commence the work on developing the new customer care centre	Q1,2019	SBD 200k
3.9.10.5 Pt Cruz Customer Care Centre	Phase 1 - Design and build the new integrated customer care centre and call centre. Phase 2 - Design and build the basement into a customer care centre and create hot desks for HQ staff	Q3, 4 2019	SBD 300k
3.9.10.6 New Brisbane Office	Move to the new office from 7 January. Install a new phone system. Consider setting up the Solomon Holidays desk. Engage with former VA staff who worked on a similar project	Q1,2019	AUD \$ 25k additional to current costs p.a.
3.9.10.7 Munda	Promote and grow Munda as a destination. Create awareness – promotional airfares etc.	2019	AUD \$ 40k
3.9.10.8 Schedule	Review schedule and ensure that there are at least 2 seamless connections between the busy ports such as Auki and Brisbane	Q1 2019	BAU
3.9.10.9 SITDIF	Campaign to raise money for the fund to enable resort development	2019 / 2020	BAU

## Summary of Corporate Objectives for 2019 to 2021 from the 2019 Business Plan

### 3.10.1 Key Objectives for Safety Security and Quality for 2019 – 2020

Key Objective	Proposed Action Plan	Performance Target	Budget
3.10.1.1 <i>E-IOSA Renewal Certificate obtained</i>	All department heads are required to make the changes to manuals, procedures and verify the implementation thereof	28 February 2019	SBD160k
3.10.1.2 <i>Acquire and Introduce SERA</i>	Install new Safety management software	Q3,2019	SBD40k
3.10.1.3 <i>Conduct SMS Training</i>	All SSA staff to receive the required training	Q3,2019	SBD10k
3.10.1.4 <i>Emergency Response Plan - updated</i>	The ERP is to be updated, staff trained on its use and a full emergency response exercise run in conjunction with the local authorities in Honiara	Q3,2019	SBD 40K
3.10.1.5 <i>LOSA</i>	Staff trained to conduct and implement a LOSA program	Q2,2019	SBD10k
3.10.1.6 <i>Flight Data Analysis Program</i>	The FDA analysis policy is to be implemented and staff trained to run the program	Q3,2019	SBD10k
3.10.1.7 <i>Security Training</i>	Security training provided to all staff who are required to be trained	Q3, 2019	TBC
3.10.1.8 <i>All audits to be completed</i>	The audit plan is accepted and implemented. All findings are closed prior to the end of 2019	Q4, 2019	BAU
3.10.1.9 <i>Improve Auditing capability</i>	Identify and train lead auditors	Q2, 2019	BAU
3.10.1.10 <i>Monthly Safety Publication</i>	Improve the quality of the monthly safety newsletter including reported Company incidents	Q2, 2019	BAU
3.10.1.11 <i>Attend SMS Symposium</i>	Senior staff to attend a SMS symposium	Q4, 2020	TBC

3.11.8 Strategic Objectives for IT / IS 2019 / 2020

Summary of Corporate Objectives for 2019 to 2021 from the 2019 Business Plan

Key Outcome	Proposed Strategic Action	Performance Targets	Budget
3.11.8.1 <i>Full offsite DR (Disaster Recovery) set-up</i>	Review, Design, procure equipment and implement the full setup of the offsite DR (have started and now at finalising hardware purchases).	Complete by end of Q1 2019	EST SBD\$250,000.00
3.11.8.2 <i>Replacement of old Brisbane server.</i>	The Brisbane server is due for an upgrade and needs to be replaced.	Complete by end of Q2 2020.	EST cost of SBD\$90,000.00.
3.11.8.3 <i>Purchase &amp; Implementation of Advanced Security License for Firewall (Meraki).</i>	This is necessary to enable tighter security features on our IE network.	Complete by end of Q1 2019.	EST cost is AUD\$13,000.00.
3.11.8.4 <i>Install new IPPBX Phone System</i>	The current phone system is outdated and needs to be replaced. However, this needs to be done in-line with the plan of the call-center design.	Complete by end of Q2 2019	EST cost of SBD\$32,000/Installation + SBD20, 000/month.
3.11.8.5 <i>Upgrade the current CCTV system at Henderson and include Point Cruz office.</i>	The current CCTV system will need to be reviewed to see if it caters for further expansion and upgraded to suit requirements.	Complete by end of Q2 2019.	EST cost of AUD\$20,000.00.
3.11.8.6 <i>Company Intranet Design, Development and Implementation</i>	This is for IE staff to have an intranet page that contains all common forms, procedures policies etc.... for staff to access updated information easily. It can also be used as a communication tool between all IE staff.	Complete by end of Q3 2019	EST cost TBC.
3.11.8.7 <i>Dedicated UPS (Uninterrupted Power Supply) facilities to be set up at Head Office.</i>	This is to ensure that proper UPS equipment is installed at Head Office. This will cater for the server room as well as all desktops.	Complete by end of Q3 2019	EST cost of SBD\$60,000.00.

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3.11.8.8 <i>Review, Design and Implement MS Exchange application for emails.</i>	Currently we have some users on @flysolomons.com and others on @flysolomons.com.sb. A review on costs and performance of this is to be done.	Start Q4 2019.	EST cost TBC.
3.11.8.9 <i>'Island Net' set-up to remaining IE provincial offices.</i>	Continue roll-out of IE Internet setup, e-ticket & Email systems as well as convert remaining IE Agents to IE Offices.	Ongoing, depending on available budget.	Budget EST SBD\$10,500/office.
3.11.8.10 <i>Roll out of CM to all provincial sites that are already online.</i>	Setup Electronic Check-In systems at all ports that have internet and suitable power available.	Ongoing, depending on available budget.	Budget EST SBD\$26000/office for BTP/BPP (set of printers).