

*Safety Management Systems . . .
. . . . the Road to Implementation*

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MISTAKES

IT COULD BE THAT THE PURPOSE OF YOUR LIFE IS
ONLY TO SERVE AS A WARNING TO OTHERS.

What did SMS look like when ACTS began to get involved?

- Transport Canada only had ideas of what they wanted
- They briefed us on the goals, and we started to build it
- Expertise from the branches all contributed to *“where we thought we needed to be”*
- But our world was really our worldS

Where are we today?

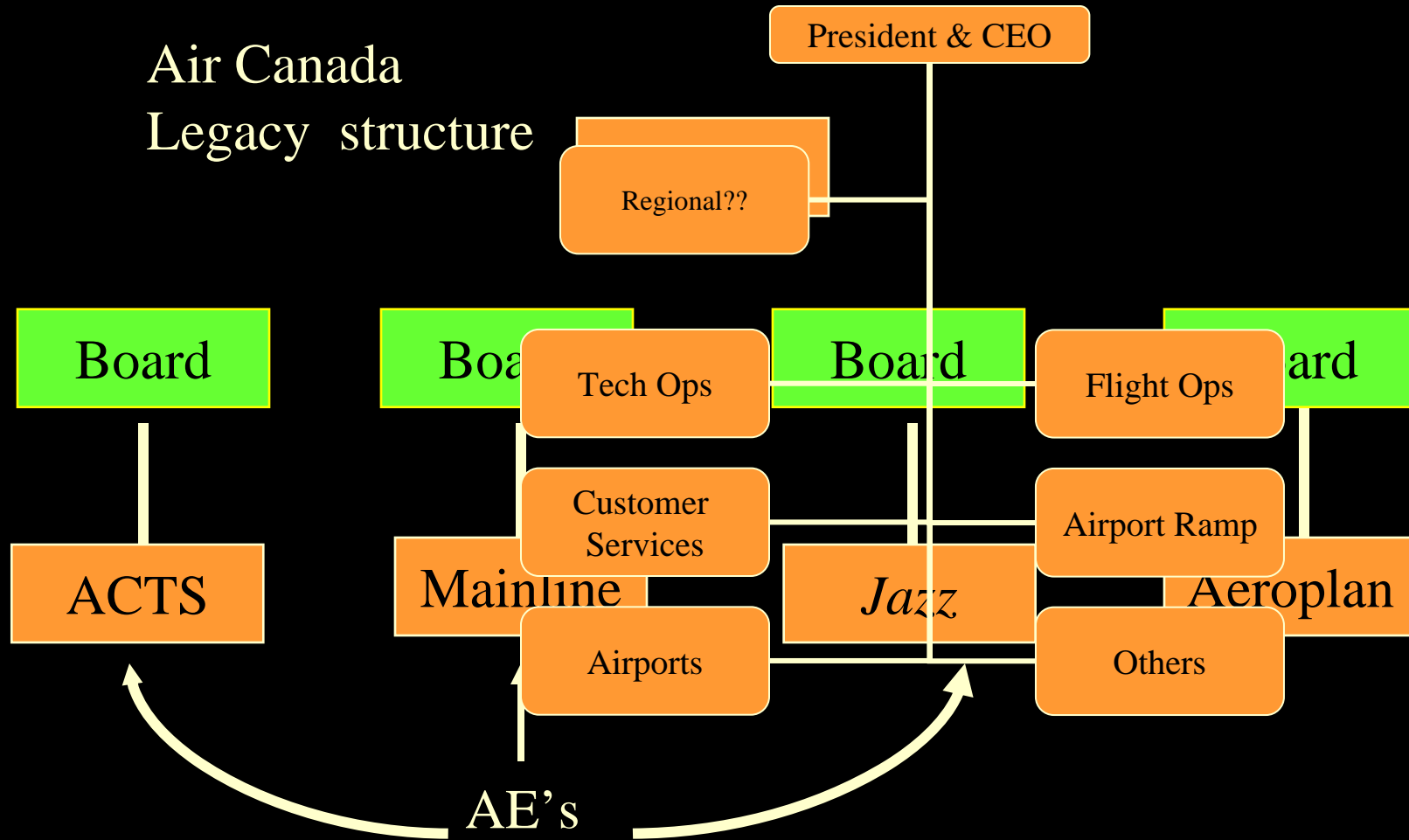
So far, as an independent within ACE we have:

- Re-aligned to match our new corporate structure
 - established a quality-safety monitoring team(s)
 - published our SMS manual(s)
 - defined the data collection system requirements
- In my opinion, we're about here:



Corporate Structure ????

Air Canada
Legacy structure



Legislation & guidance now caters to this – *it's the future of the industry*

What we're gonna do today

- QA - AOSH & the rest
- Making it really work
- Group Mechanics
- Building Common Understanding

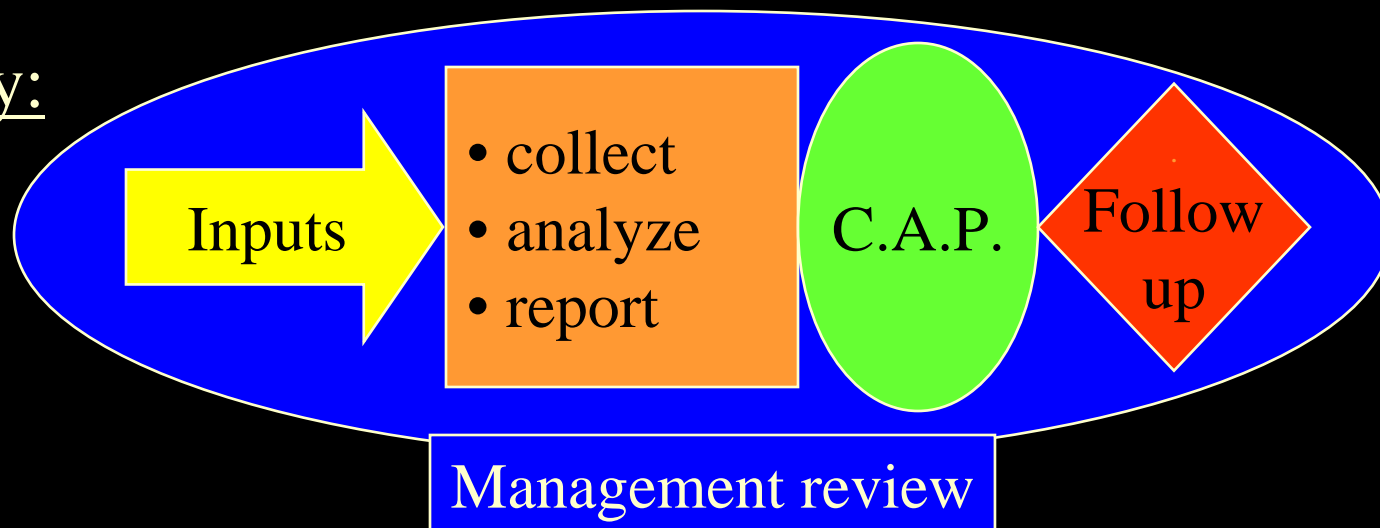


SMS - the Quality Assurance Piece

Common Misconception:

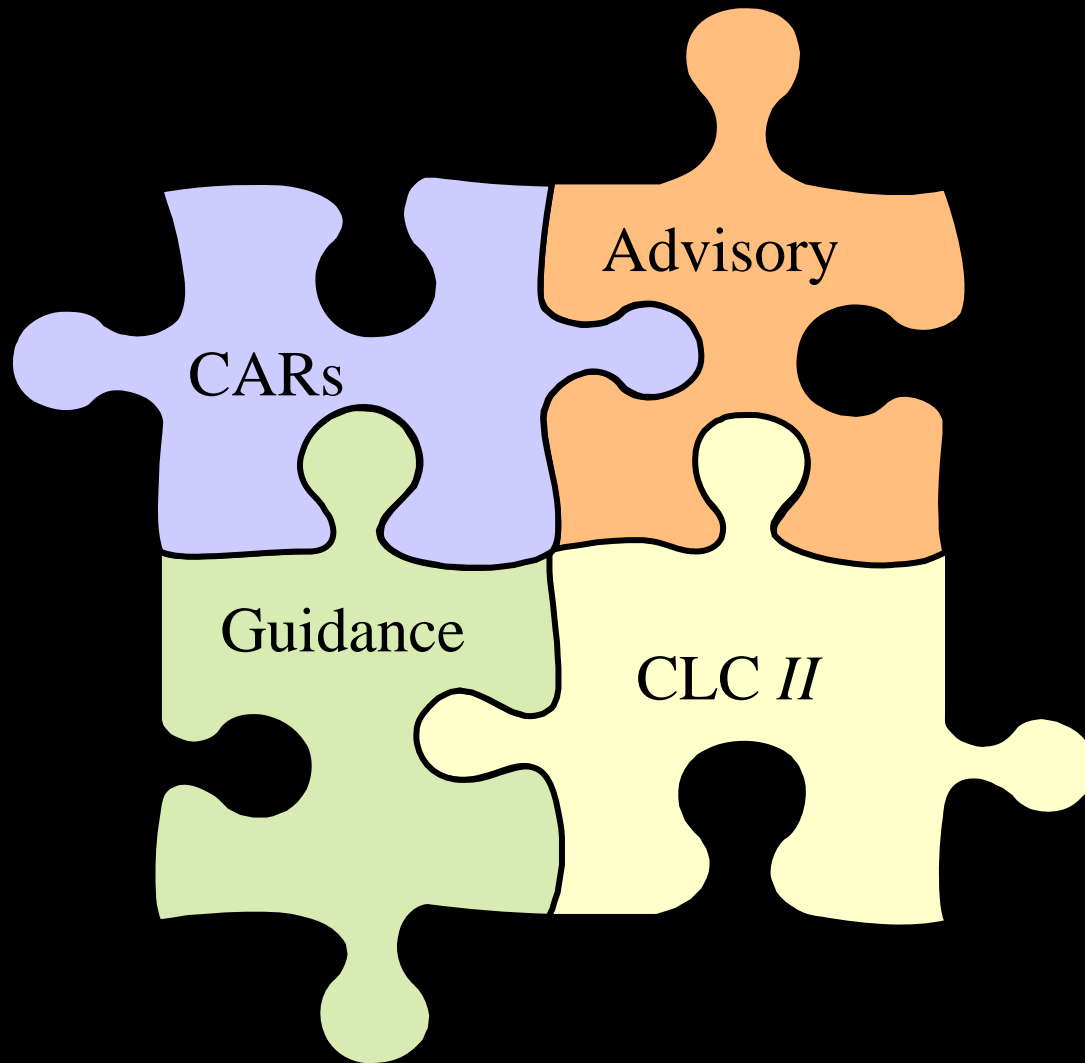
- Quality Assurance only deals with production quality issues

Reality:



Any exception can be used as an input

AOSH & the rest



Are you
prepared to
provide the
answers?

SMS – OSH – where should we go

Companies need to develop a want to strategy

- Managers need to understand these rules
- We need to get predictive in data collecting

We need to **DO SOMETHING** with the reports:

- reports should feed the SMS database to implement & track corrective actions

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So what's the real secret

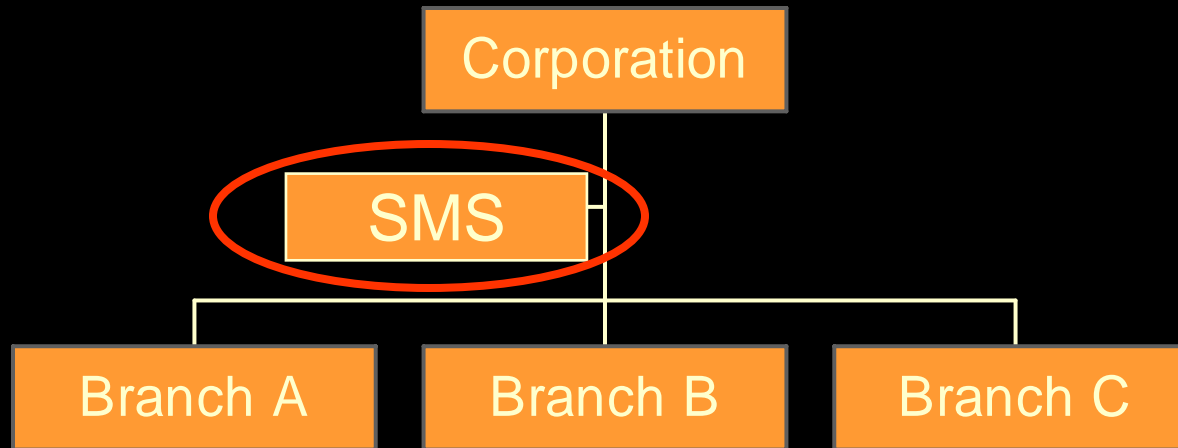
- Keeping the principles straight, and allowing for variances as needed.
- So what is the key principal:
 - the production areas must be accountable and responsible for safety

What is one thing SMS is not?

An excuse to build a corporate safety committee (*spelled **e-m-p-i-r-e***) that:

- usurps accountability from established management channels
- acts as the “safety cops”
- dictates policy downwards

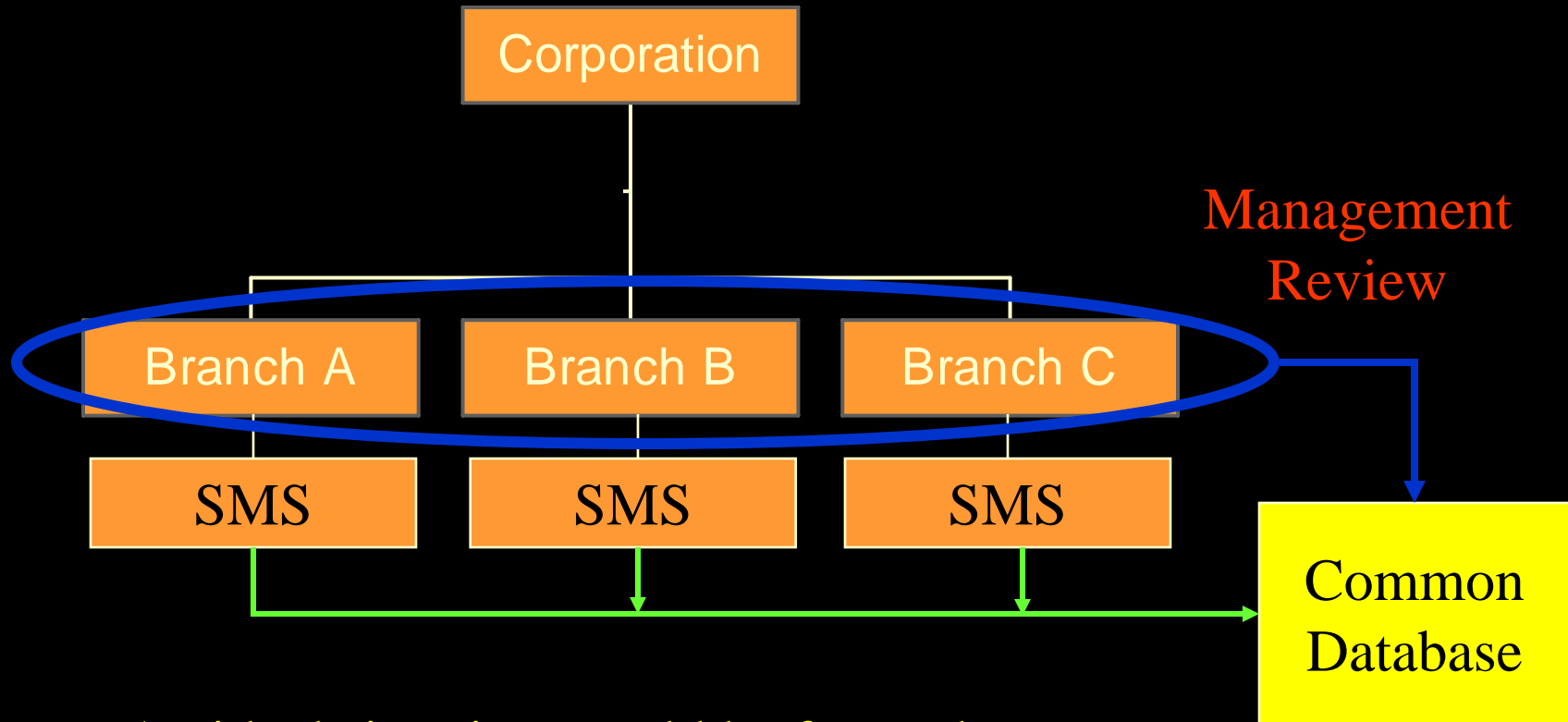
What's Acceptable



SMS can be here only if :

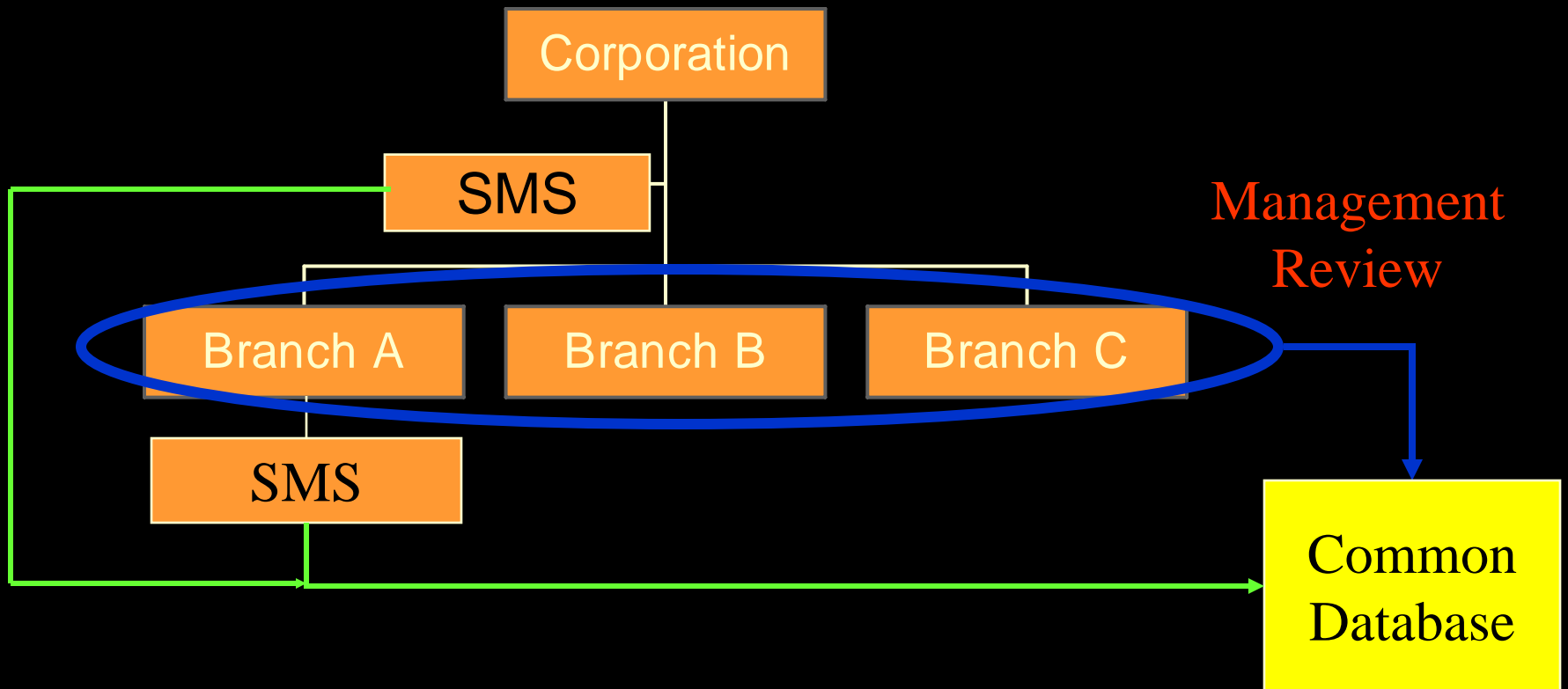
- a) it's role is limited to data collection & reporting
- b) all reports are filed with branch management for handling
- c) other than trends, nothing gets to the corporation unless all attempts to fix it within the branch have been exhausted.

What's Acceptable



An ideal situation would be for each branch to handle its own SMS issues

Or maybe a hybrid is required



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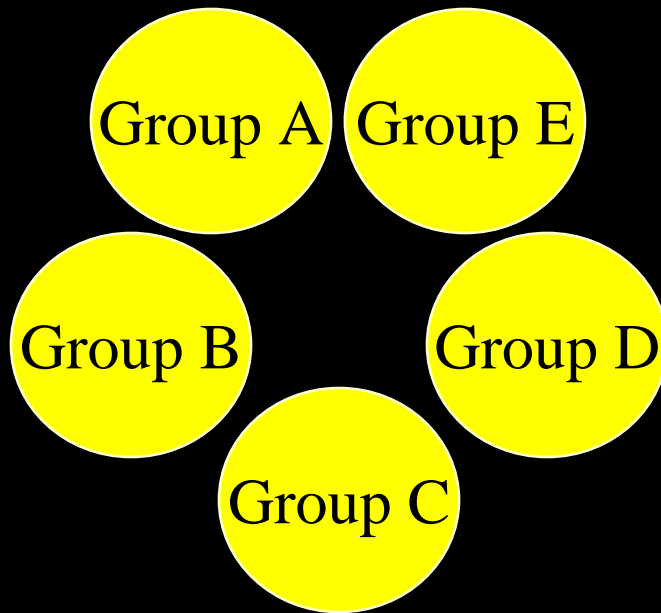
The Need

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UNDERGROUND

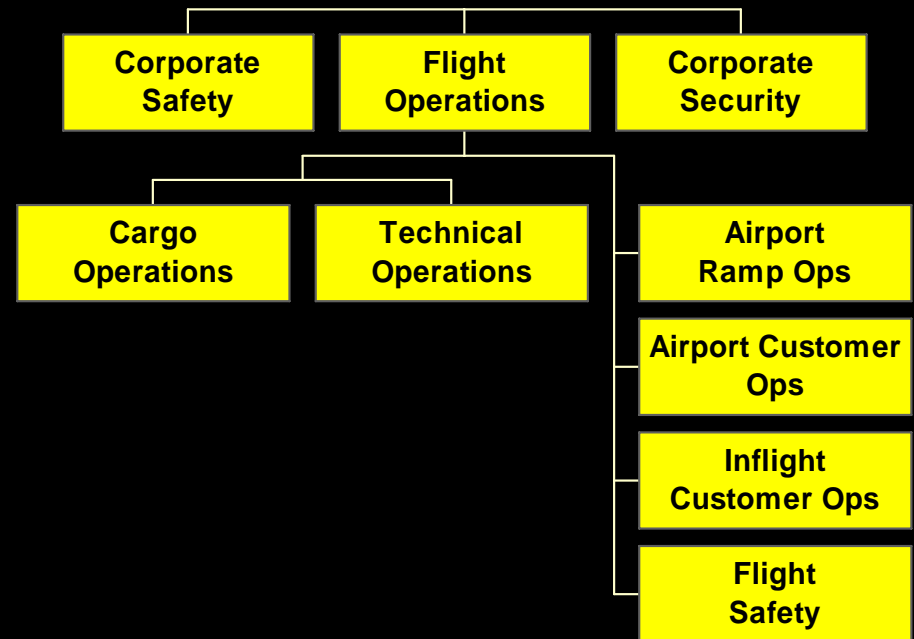
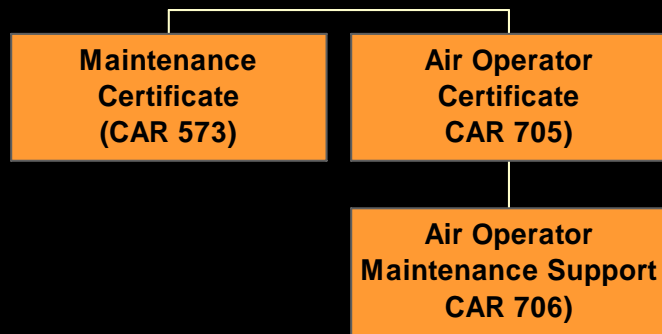
MIND THE GAP

Group Mechanics



- perceived hierarchies
- sub-group dynamics
- degree of exposition
- areas of expertise

Group Mechanics - perceived hierarchies



Group Mechanics - degree of exposition

Flight Ops			
Technical Ops	Flight Safety	Corporate Security	Airport Ramp Ops
Corporate Safety	Inflight Ops	Cargo Ops	Airport Counter Ops
highly regulated	moderately regulated	Becoming ^{Note 1} regulated	not regulated
highly documented	moderately documented	slightly documented	little documentation

Note 1: this requirement changed dramatically following 9/11

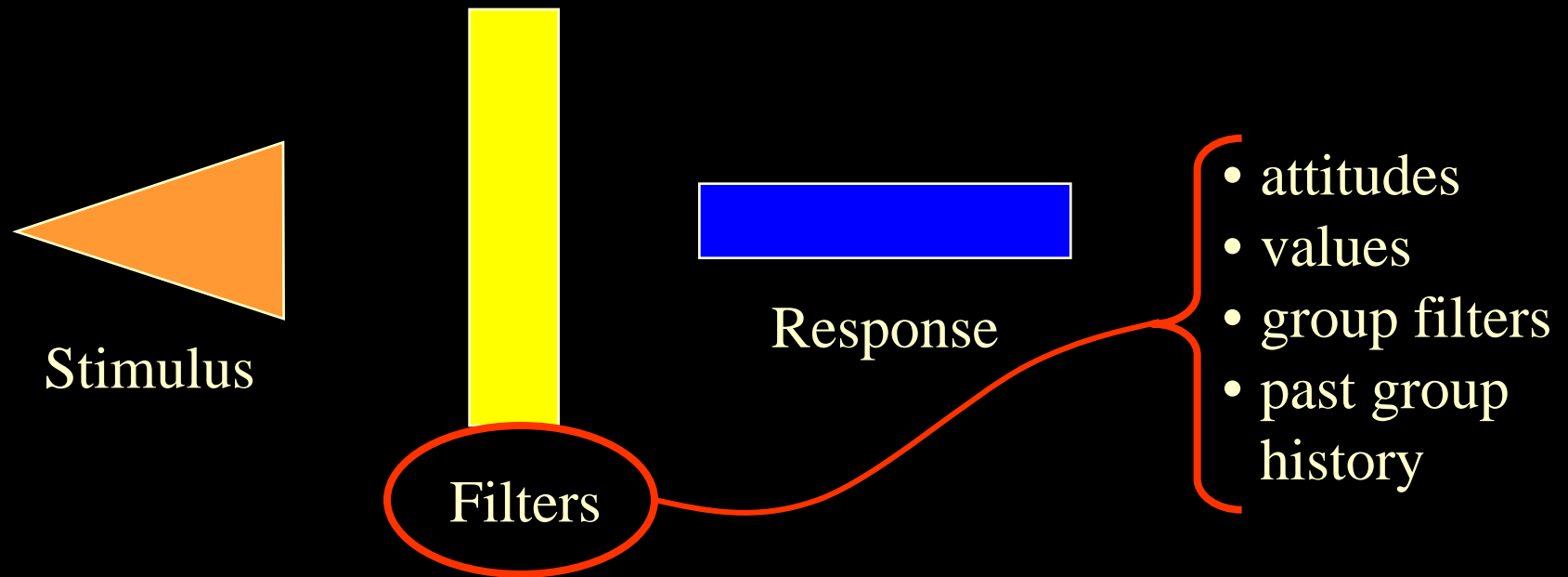
Group Mechanics - sub-group dynamics

	Union	Relationship	Qualifications	Leadership
Branch A	Yes	Cordial	Licensed	Command
Branch B	Yes	Partnership	Licensed	Collaborative
Branch C	No	N/A	Professional	Limited Consultation
Branch D	No	N/A	Licensed	Advisory
Branch E	Yes	Strained	Highly Trained	Command
Branch F	Yes	Strained	Some Training	Limited Consultation

Group Mechanics - areas of expertise

Flight Ops	Documented SOPs
Technical Ops	Quality Assurance & Quality Systems
Corporate Safety	AOSH and environmental compliance
Flight Safety	Voluntary, non-punitive reporting

Group Mechanics - the result



Lots of room for misunderstandings

What we're gonna do today

- SMS - what it is
- QA - AOSH & the rest
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Building Common Experience

- Try to get to know the players, and determine how they think.
- This will require trust:
 - ask for it, until you're proven wrong
 - explain the process you'll be using
 - explain how things will be approved

Building Common Experience

- Use Covey: start with the end in mind
 - If you don't know the end, share the principles with the team and develop the end
 - Do a GAP analysis
 - design the hole fillers
 - implement
- But what do you do about old history that they won't let go?



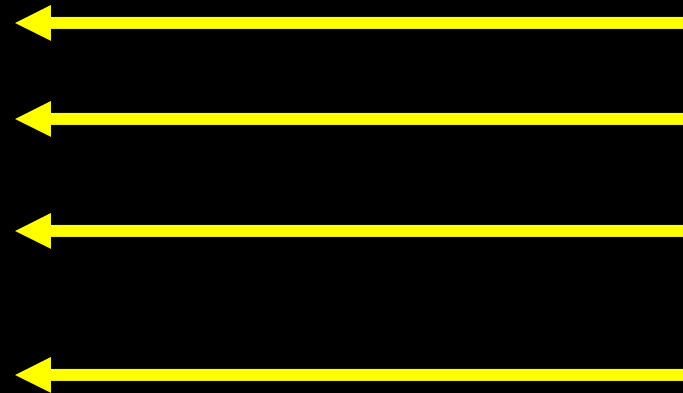
Consider adopting a Parking Lot

Building Common Experience

- Put all controversial issues into the Lot
 - legitimate concerns that need to be fixed
 - “baggage” about how things went wrong before
- deal with legitimate items as your process develops
- at the end of the session, go to the Parking Lot & confirm all issues were handled.

Review - Here's what we did today

- QA - AOSH & the rest
- Making it really work
- Group Mechanics
- Building Common Understanding



One last thing:

- For real safety to work, it must start at the very top & work its way down



True



False

Thank You