

The Art of Simplification in Designing Modern Safety Management

Shaun Hannam
Head of Safety
International Airport Operations
dnata

About this Session

- Challenge the traditional approach to safety management in aviation ground operations
- Provide some insight into alternative approaches
- Use the aviation ground operations industry as a case study
- What is safety?

Simplification and Ground Operations Safety Management

What is a Safety Management System?

- Traditional – a number of elements around a PDCA cycle
- Mature jurisdictions have over 50 years of OHS legislation
- Built for the auditor – requires the end user to interpret
- Classroom trained employees, read and sign confirmation
- Safety is our number one priority – compromised when priorities conflict

Why not structure the way our minds work

- Reshape the structure – simple and visual
- Build for the end user – let the auditor interpret
- Instil safety as a value – integrated into everything we do
- Modern learning – instant knowledge
- Cultural recognition
- Millennials and evolving attitudes towards work and learning

Has the safety profession forgotten the basics or failed to adapt?

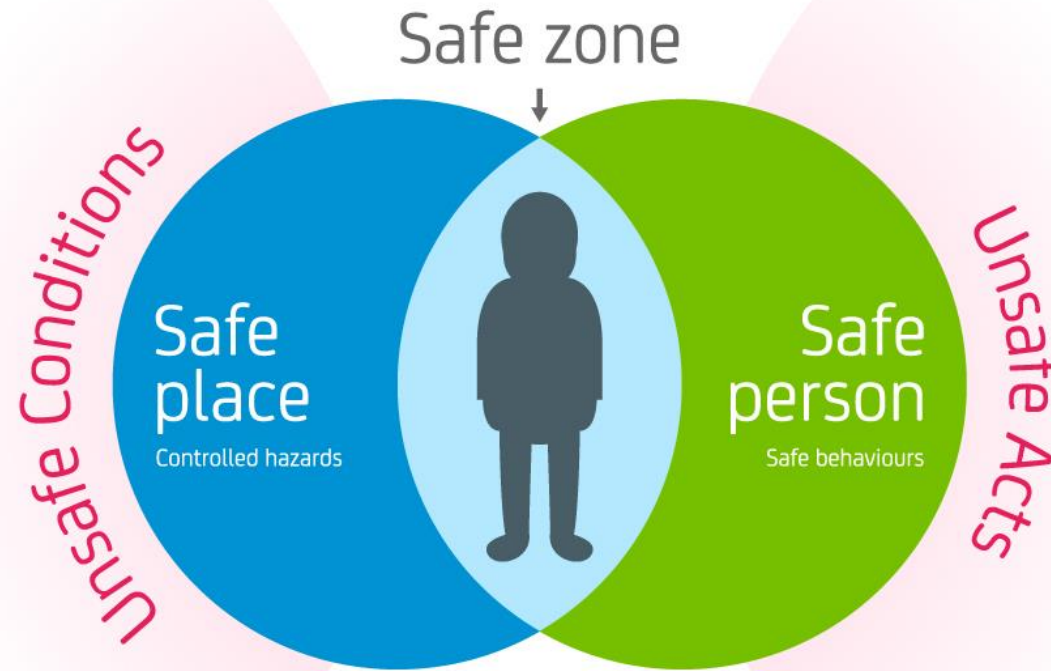
The recent years

- BBS focused – assuming the basics are in-place or knowledge of expectations
- Industry requirements perceived as mandatory requirements
- Less understanding of legislative requirements and therefore compliance to law
- Looking for short cuts and quick wins
- Have they failed to understand the complexities that enable them to simplify
- Not prepared to challenge the traditional to adapt to changing workforce and challenging business environments
- Auditors not accepting alternatives that explore new thinking and approaches
- Poor explanation of management systems to key stakeholders has led to either dismissive response or lack of evidence to demonstrate compliance

If safety is the outcome of operational risk management, do we still need specific SMS?

- Strong and active approach = controlled hazards + safe behaviours
- Weak and inactive approach = unsafe conditions and unsafe acts

Too much focus on behavioural based safety?



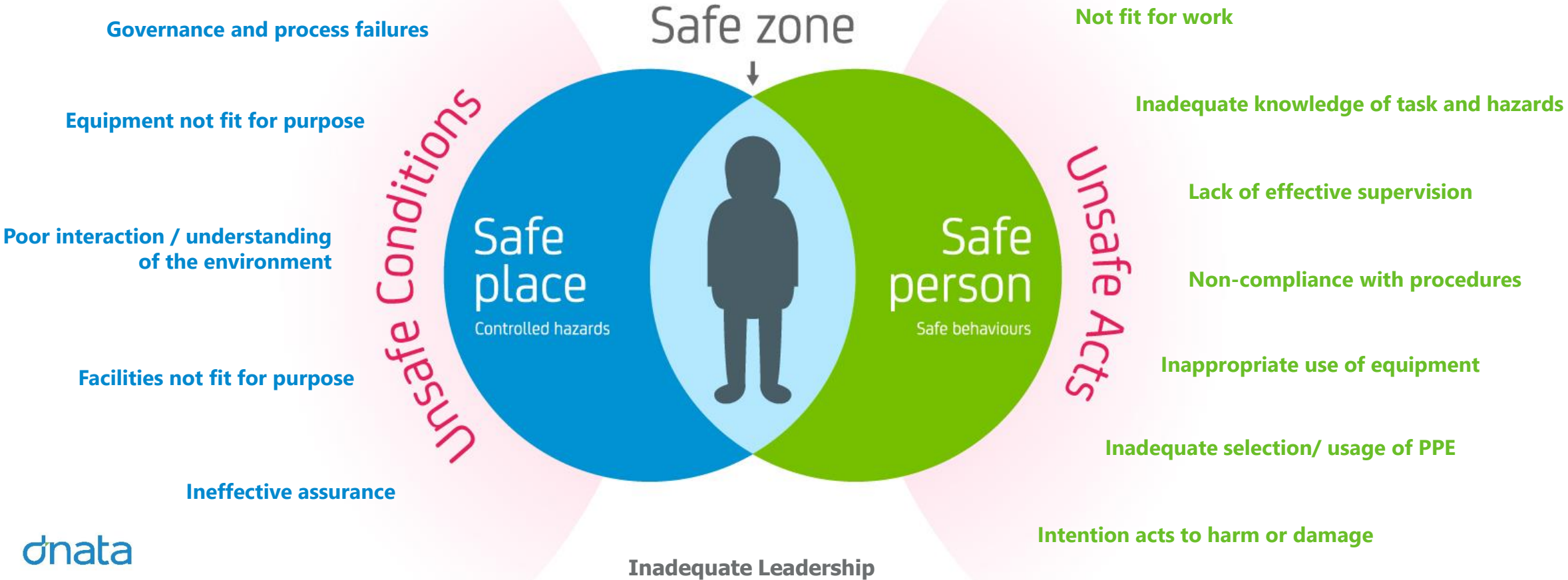
Simplify an operational approach...

Safe Place

How the workplace (facilities and equipment) is designed, built, operated, maintained, controlled and interacts with the environment will determine the interaction required by the person

Safe Person

How a person interacts with the workplace, each other, the environment and equipment will determine the outcome of the activity. Understand what makes our people do what they do



Changing Learning Culture....

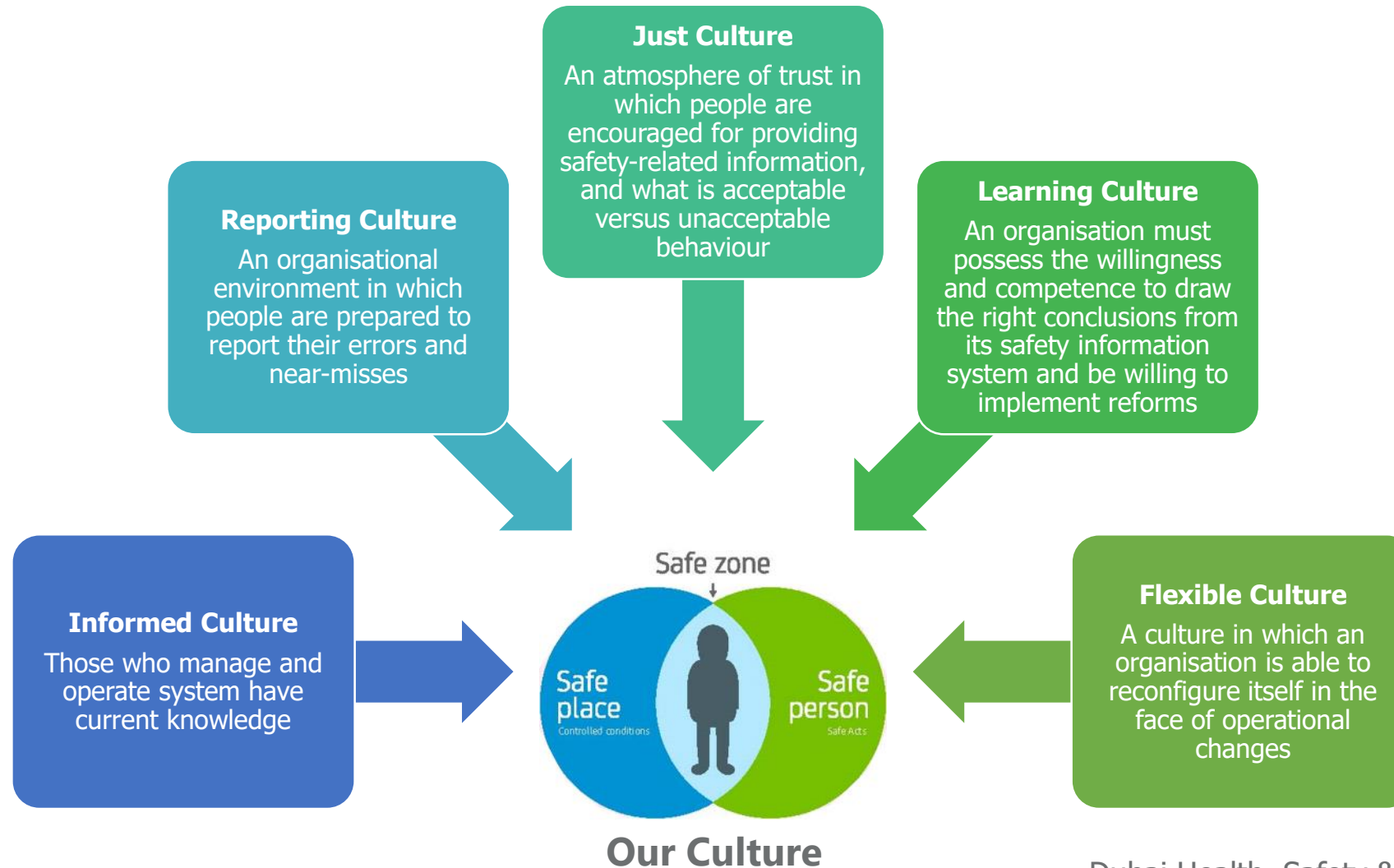
Traditional

- Classroom learning
- Time to learn
- Older workforce to teach
- Respect
- Knowledge came from peers with experience
- Conscious effort to learn
- Patience
- Annual bonus rewards

Modern

- Multi-cultural
- Technology focused
- Short attention span
- Simple and short learning techniques
- Peer sharing
- Crave instant rewards – monthly/ quarterly
- Instant experts!! Knowledge from google with limited experience

Changing thinking....



Thank you