



# Improving the Safety Culture Through SMS Implementation A practical Approach

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October 26, 2011 – SASCON' 11, Bern

# SMS – a new management tool?

SMS is not new in the MRO world.

But it is:

- A systematic way to implement a safety culture in the organization
- Open and direct communication throughout all levels of the organization
- Understanding the root cause of problems and the interference of people
- Creating a new culture of interaction with all partners in the industry

The goal is to create:

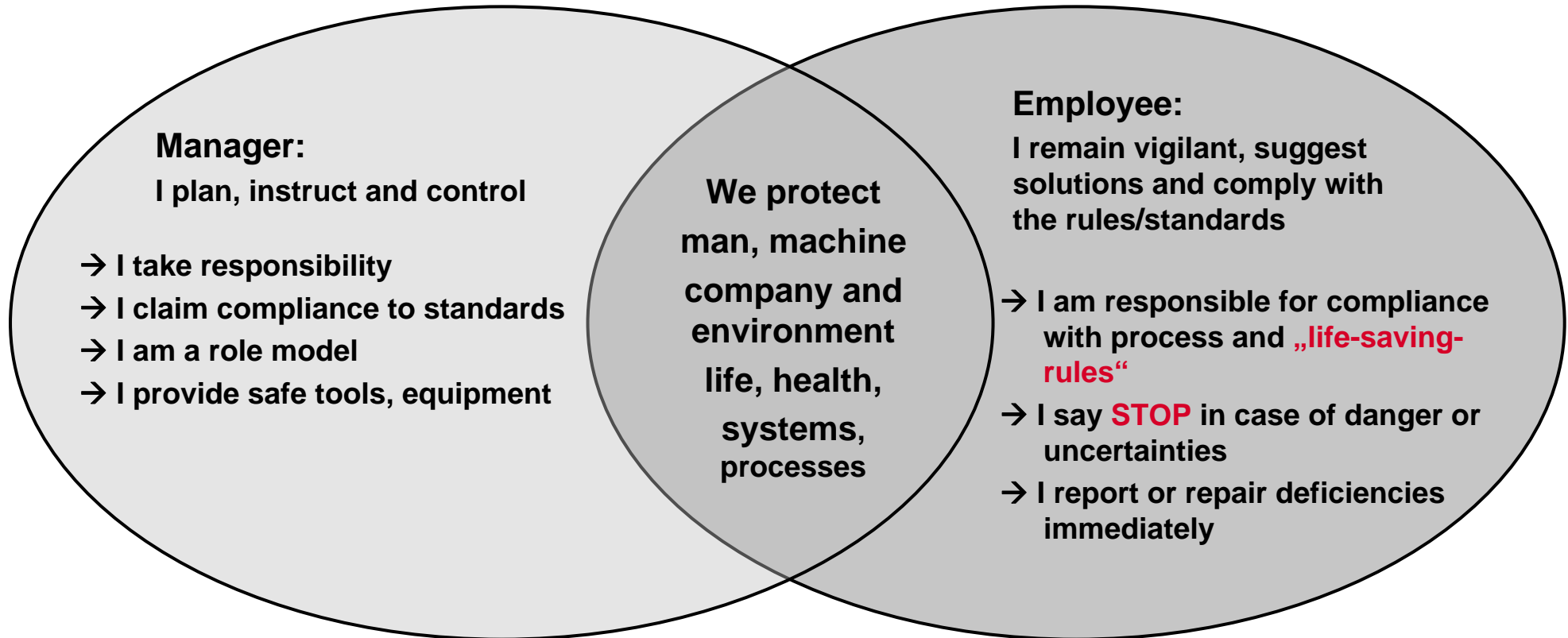
- ▶ A workable (affordable) and risk based occurrence system
- ▶ Trust and respect throughout the organization
- ▶ A just culture

# Key elements for a successful Safety Culture

- Commitment from Top Management (easy)
  - Commitment from Middle Management (most difficult)
  - Commitment from all Staff (easy to difficult)
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- ▶ Execution throughout all levels of the organization
  - ▶ Acceptance for changes at all levels
  - ▶ An authentic occurrence reporting system for all levels
  - ▶ An easy and understandable feedback system to all levels

# Key element: STOP campaign

## Safety Charta for SMS (process compliance and occupational safety)



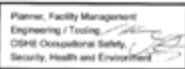


Say **STOP** in case of uncertainties / non compliance / danger

# Key element: STOP campaign

With the signed Safety Charta by all management levels and the workers council we have the base to execute and enforce the new rules/culture.

**Safety-Charta**

The signatories of this Charta stand up for the applied safety rules with SR Technics. Main goal is well being and integrity of all employees. Our objective is to enforce all safety rules in all business units. If necessary we interrupt work and say STOP until safe work is granted again. Life and well being of all people has absolute priority.

As Planner, FM, Engineering, OSHE	As Employers/Manager	As Employees
<ul style="list-style-type: none"> <li>In the proposal notice I inform about hazards and internal safety rules that do come with the project. On that I make special safety comments.</li> <li>I plan and coordinate work with the different departments.</li> <li>I monitor the implementation of the safety measures, if necessary I demand improvements.</li> <li>I define and review work processes, if necessary I update them.</li> <li>In case of severe safety defects I STOP work immediately.</li> </ul>	<ul style="list-style-type: none"> <li>I am responsible for the safety of my employees, I am a good example.</li> <li>I provide the correct and safe tools and equipments at the right time at the right place.</li> <li>I take care on reported defects immediately.</li> <li>I monitor the implemented safety measures on a regular basis.</li> <li>I define and review work processes, if necessary I update them.</li> <li>In case of hazards on life and well being I STOP the work. In this case it is my duty to suspend work and inform my employer in the SLT and OSHE.</li> <li>In case of severe safety defects I STOP work immediately.</li> </ul>	<ul style="list-style-type: none"> <li>My manager is responsible for safety. He informs me about the actual safety rules. He provides personal protective equipment (e.g. safety gloves, safety shoes etc.) at the right time at the right place. I wear the PPE without compromise.</li> <li>I adhere to all safety rules because I am responsible for safety at work as well.</li> <li>I work according defined processes.</li> <li>If I notice defects I put them in order or at least report them as soon as possible to my manager.</li> <li>My work equipment and tools are safe and state-of-the-art.</li> <li>My work environment is safe and tidy (5S).</li> <li>In case of hazards on life and well being I STOP work and inform my manager. In this case it is my duty to suspend work.</li> </ul>
<p>Planner, Facility Management Engineering / Tooling OSHE Occupational Safety, Security, Health and Environment</p> 	<p>Senior Leadership</p> 	<p>Workers Council</p> 

**SR Technics**

**OA:**


- Do I work with fall protection when I work at heights?
- Do I work with safe maintenance stairs with correct height and do I use the handrail?
- Do I always use safe tools and equipment?
- I never stand / walk underneath hanging loads?
- Do I wear the correct safety gloves?
- Do I wear a bump cap to prevent head injuries?
- Do I wear the correct safety goggles to prevent eye injuries?
- Do I wear my safety shoes?
- Are slip and trip hazards eliminated (e.g. loose cables etc.) or at least marked?
- Do I take care on slip hazards at cleaning work? Do I mark the exposed surroundings?
- Do I clean up oil spills with oil binder instantly?
- Did I receive an instruction on how to handle equipment and chemicals and did I receive an authorization?
- Do I report defects on tools and equipment instantly? These damaged tools and/or equipment are not allowed to use anymore.
- Are escape routes and emergency exits always free of material and safe accessible?



**SR Technics**

**OC:**

- Ni stahe / gaffe nie unter schwebenden Lasten!
- Trage ich die korrekten Schutzhandschuhe?
- Trage ich die geeignete Schutzkleidung (geschlossene) am Augennähe zu verhindern?
- Trage ich meine Sicherheitsschuhe?
- Sind Stolperfallen / Stolpergefahren (z.B. Kabel o.ä.) eliminiert resp. gekennzeichnet?
- Wird Reinigungsmittel (Flüssigkeiten, Lumpen) sofort korrekt entsorgt?
- Fahrten sich bei Arbeiten an offenen elektr. Geräten niemand 2 Personen im Raum auf? Anzeichen darf nicht an den Geräten gearbeitet werden.
- Werden Ölflecken sofort mit Ölbinder abgedeckt?
- Melde ich defekte Werkzeuge und Betriebsmittel sofort? Diese dürfen nicht mehr benutzt werden.
- Sind die Fluchwege und Notausgänge immer frei und sicher begehbar?



**SR Technics**

**OE:**

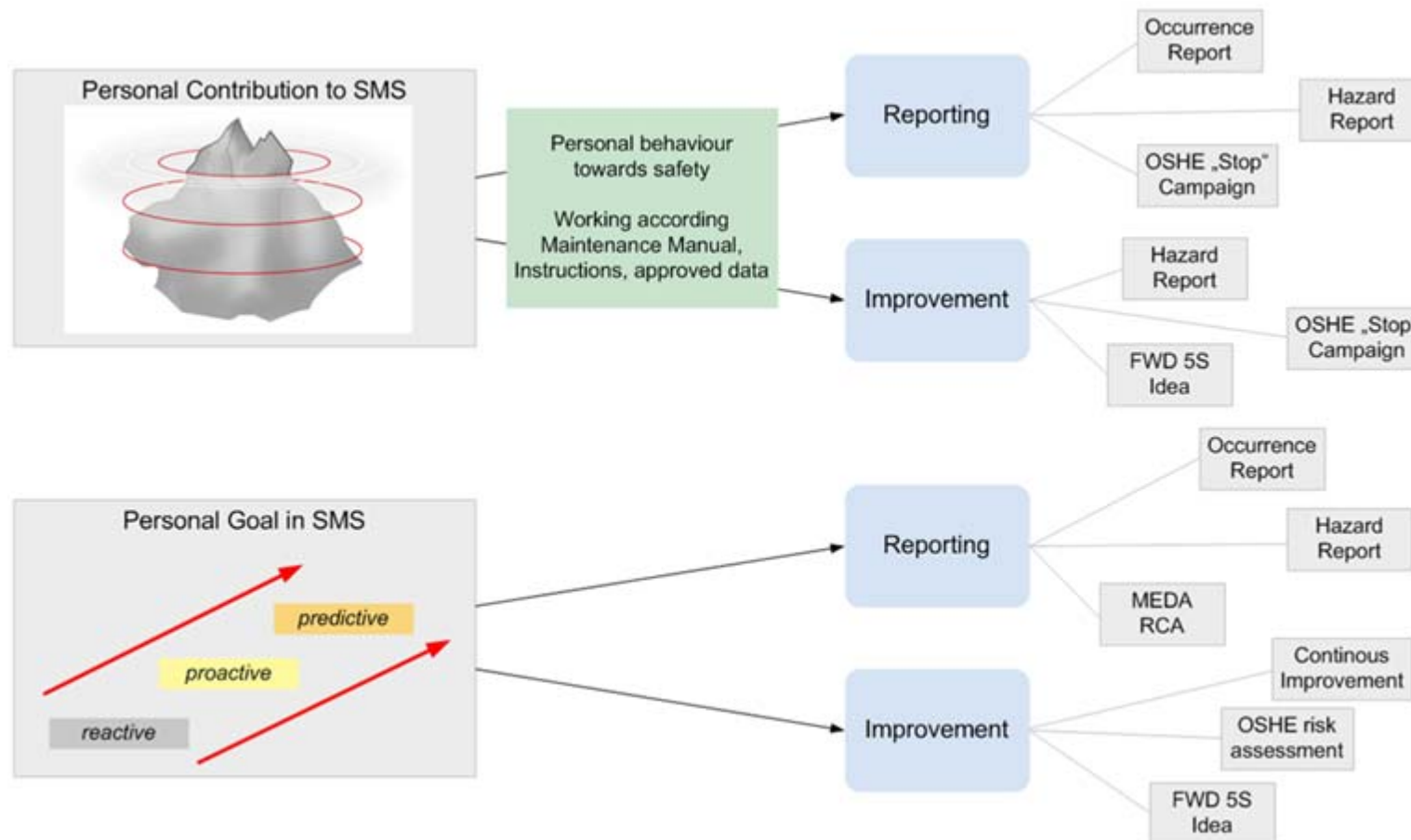
- Do I work with fall protection when I work at heights?
- I never stand / walk underneath hanging loads?
- Do I wear the correct safety gloves?
- Do I wear a bump cap to prevent head injuries?
- Do I wear the correct safety goggles to prevent eye injuries?
- Do I wear my safety shoes?
- Are slip and trip hazards eliminated (e.g. loose cables etc.) or at least marked?
- Do I clean up oil spills with oil binder instantly and use bunds under leaks?
- Did I receive an instruction on how to handle equipment and chemicals and did I receive an authorization?
- Do I report defects on tools and equipment instantly? These damaged tools and/or equipment are not allowed to use anymore.
- Are escape routes and emergency exits always free of material and safe accessible?



**SR Technics**

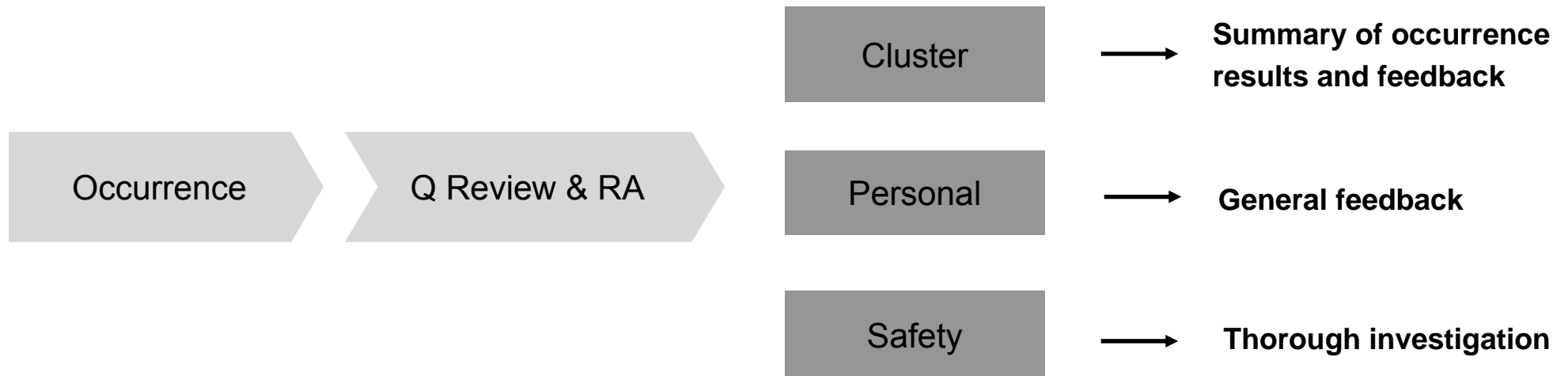
# Success factor 1: information and training

- Training campaign to all staff: goal purpose of SMS
- Illustrative information: how can I contribute to SMS?



# Success factor 2.1: occurrence evaluation

- A broad organization which is investigating occurrences systematically in a neutral and timely manner.

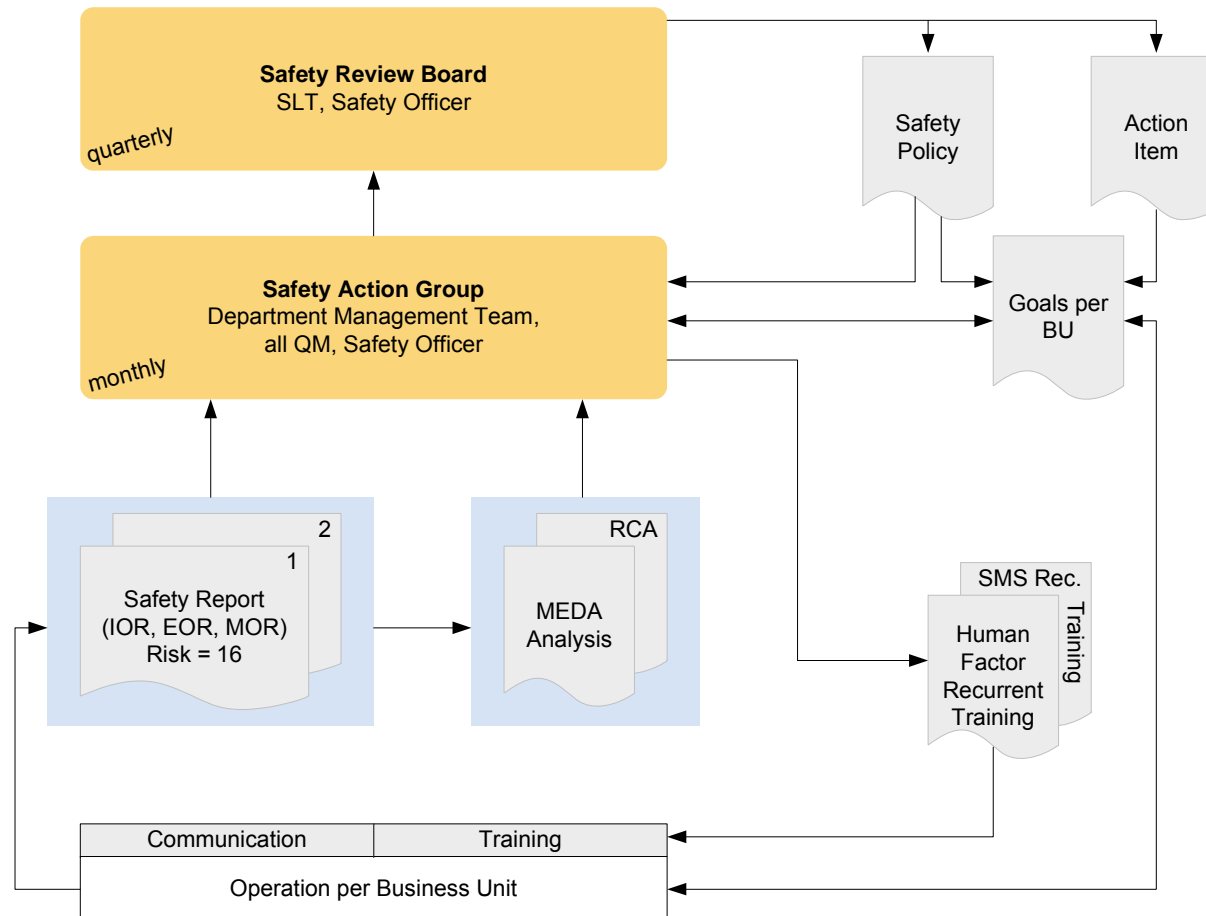


## Valid for Cluster and Safety

- Root cause analysis
- Corrective actions
- Preventive actions

# Success factor 2.2: assessment of occurrences

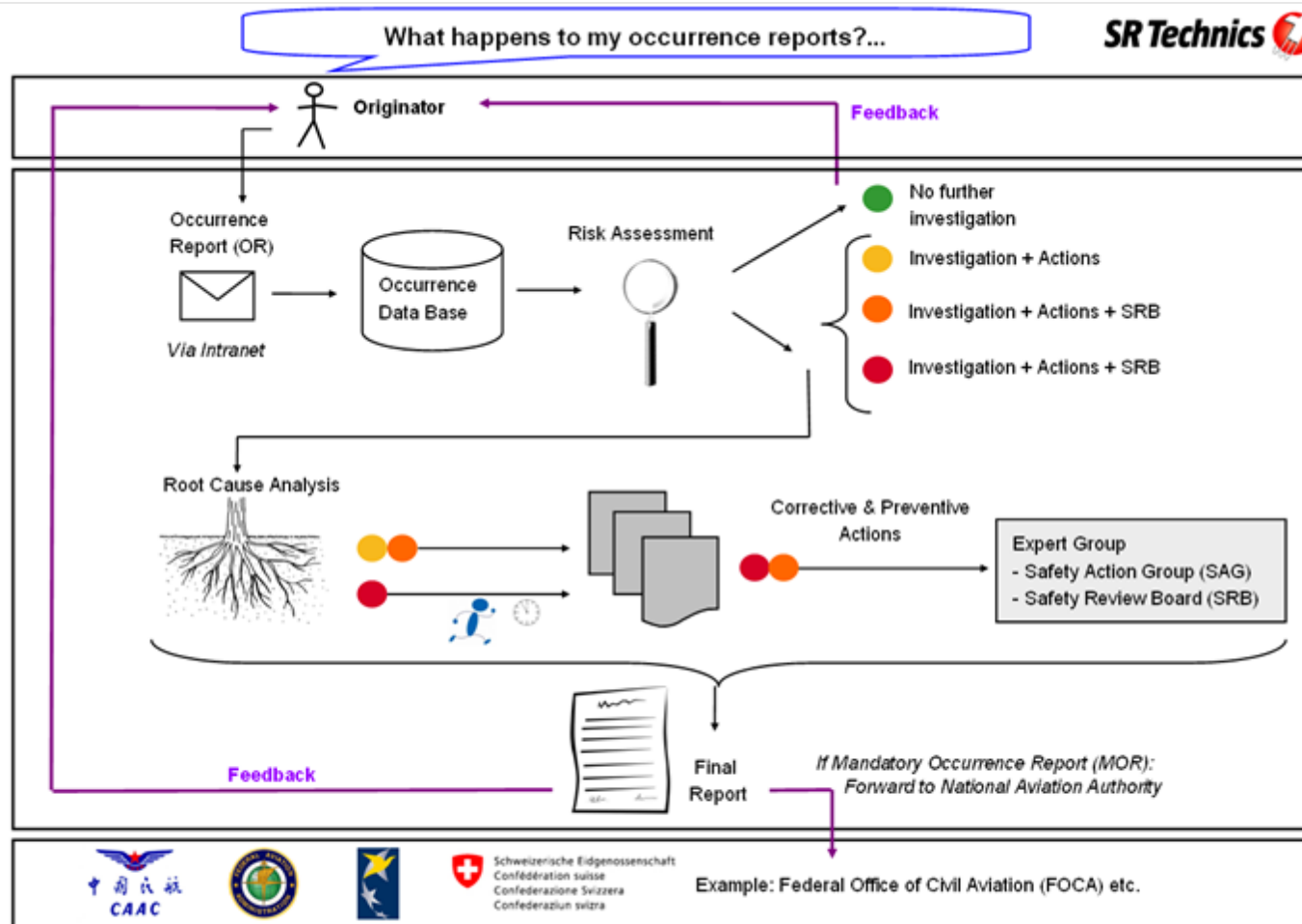
- A broad organization which is investigating occurrences systematically in a neutral and timely manner.





# Success factor 3.1: sample of feedback to staff

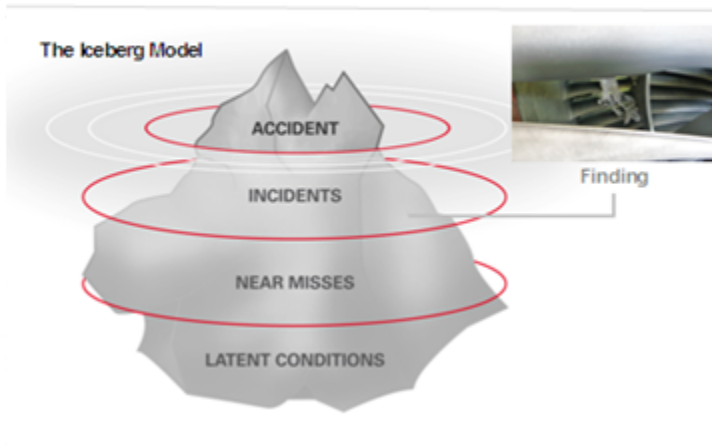
- A simple but meaningful feedback system which reaches each employee with understandable messages.



See the official Occurrence Reporting process description: Group Process No. G-043-001-FL01

# Success factor 3.2: sample of feedback to staff

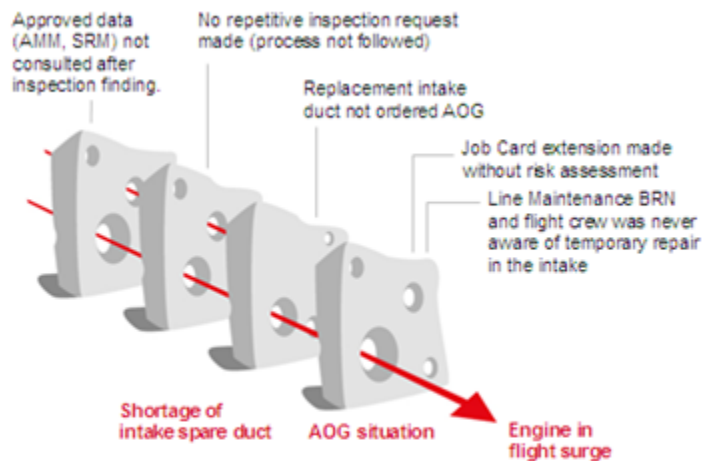
## Personal contribution to SMS (Safety Management System)



### Temporary Intake Repair

#### ALWAYS:

- Follow process
- Consult approved data
- Perform risk assessment before extension of job card
- Repetitive inspection must be controlled with appropriate document



**Block the holes to mitigate the risks**



Parts of temporary repair ingested into engine.

Engine had an in flight surge.

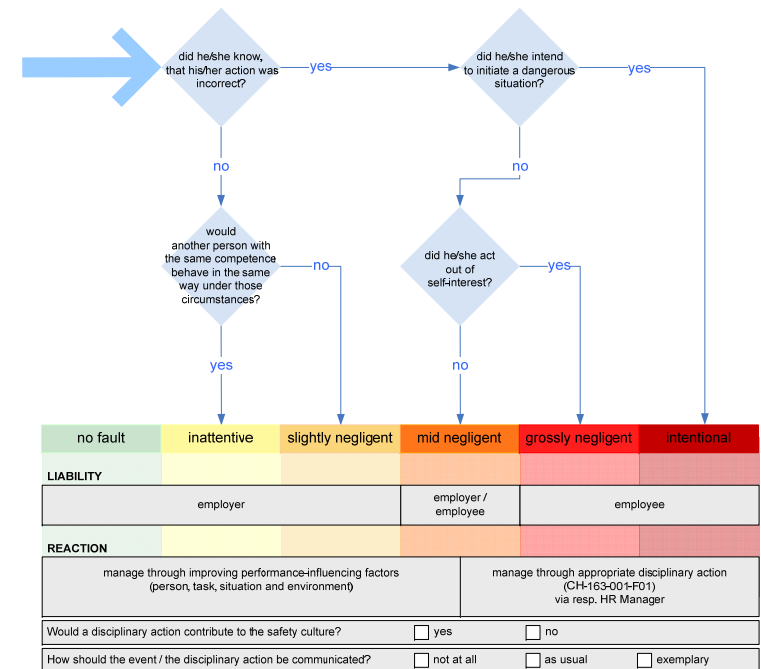
**Report and get it investigated!**

# Success factor 4.1: human factor assessment

- A method to assess the human factor contribution including a open communication and transparent disciplinary measures.
  - MEDA investigation
  - Disciplinary assessment

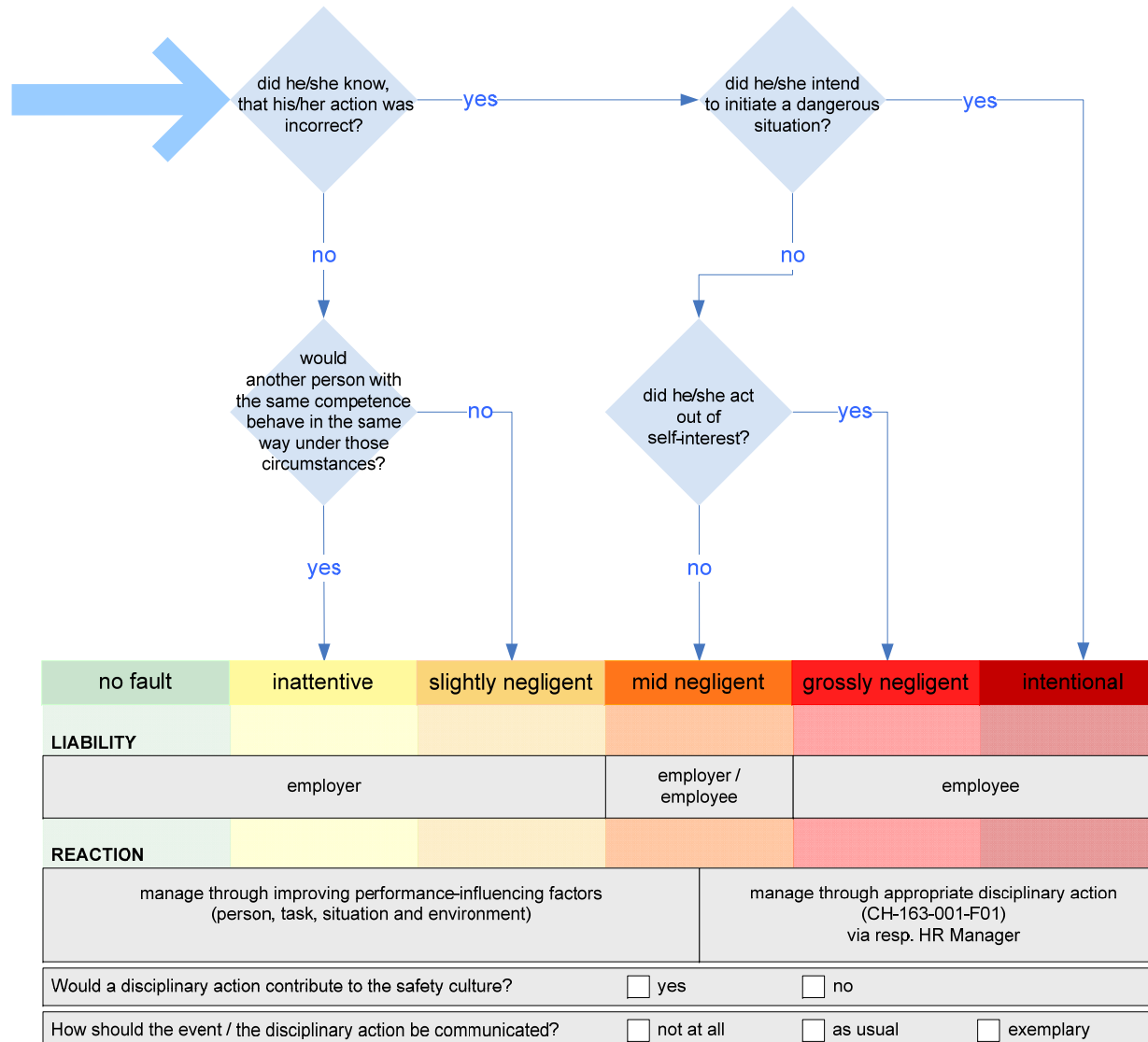
MEDA Form

Disciplinary assessment



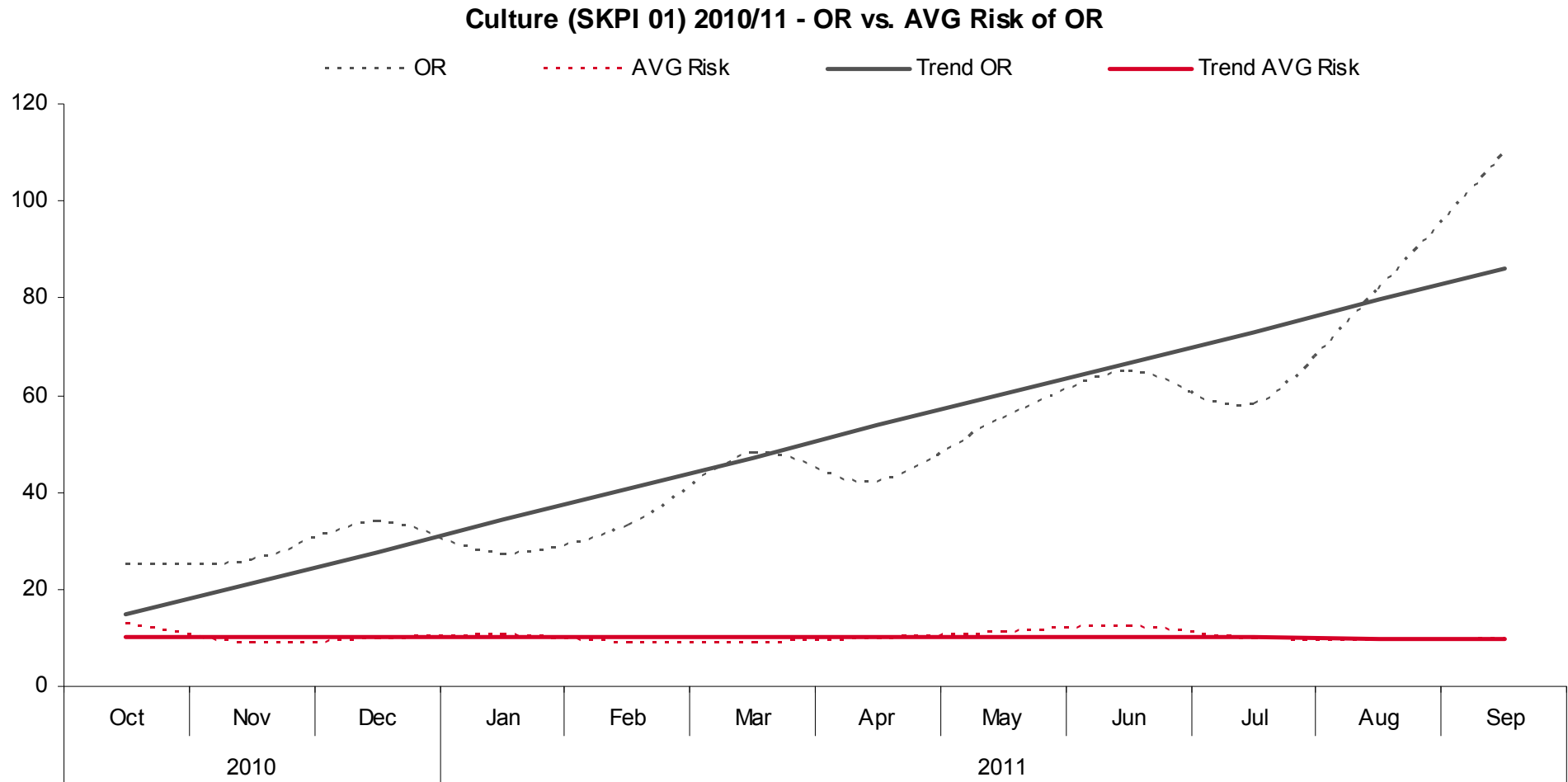
# Success factor 4.2: human factor assessment

- Disciplinary assessment



# Success factor 5: safety key performance indicator

- A method to measure the just culture in the organization.





Thank you for your attention.  
Do you have any questions?