

SMS AS A DECISION MAKING TOOL

Senior Management Buy In

FOUNDER'S MENTALITY



"Cheaper than a pair of jeans"

Challenging monopoly, protection and inefficiency in a liberalised aviation market



The role of safety was paramount to this founding principle

RESPONSIBILITY & ACCOUNTABILITY

Boeing 737-73V, G-EZJK, 12 January 2009

Published 10 December 2014

From: [Air Accidents Investigation Branch](#)

Date of occurrence: **12 January 2009**
Aircraft category: **Commercial - fixed wing**
Report type: **[Bulletin - Field investigation](#)**
Aircraft type: **Boeing 737-73V**
Location: **West of Norwich, Norfolk**
Registration: **G-EZJK**

Boeing 737-73V, G-EZJK

Summary:

A flight control manual reversion check was being conducted as part of a post maintenance check flight. During the check, the aircraft pitched rapidly nose-down, descending approximately 9,000 ft before control was recovered. A number of maintenance and airworthiness check issues were identified and seven safety recommendations have been made.

Safety culture is the way in which safety is managed in the workplace. It can be described as “the attitudes, beliefs, perceptions and values that employees share in relation to safety”

(Ref: Cox and Cox, 1991).

G-EZJK – limited perception?

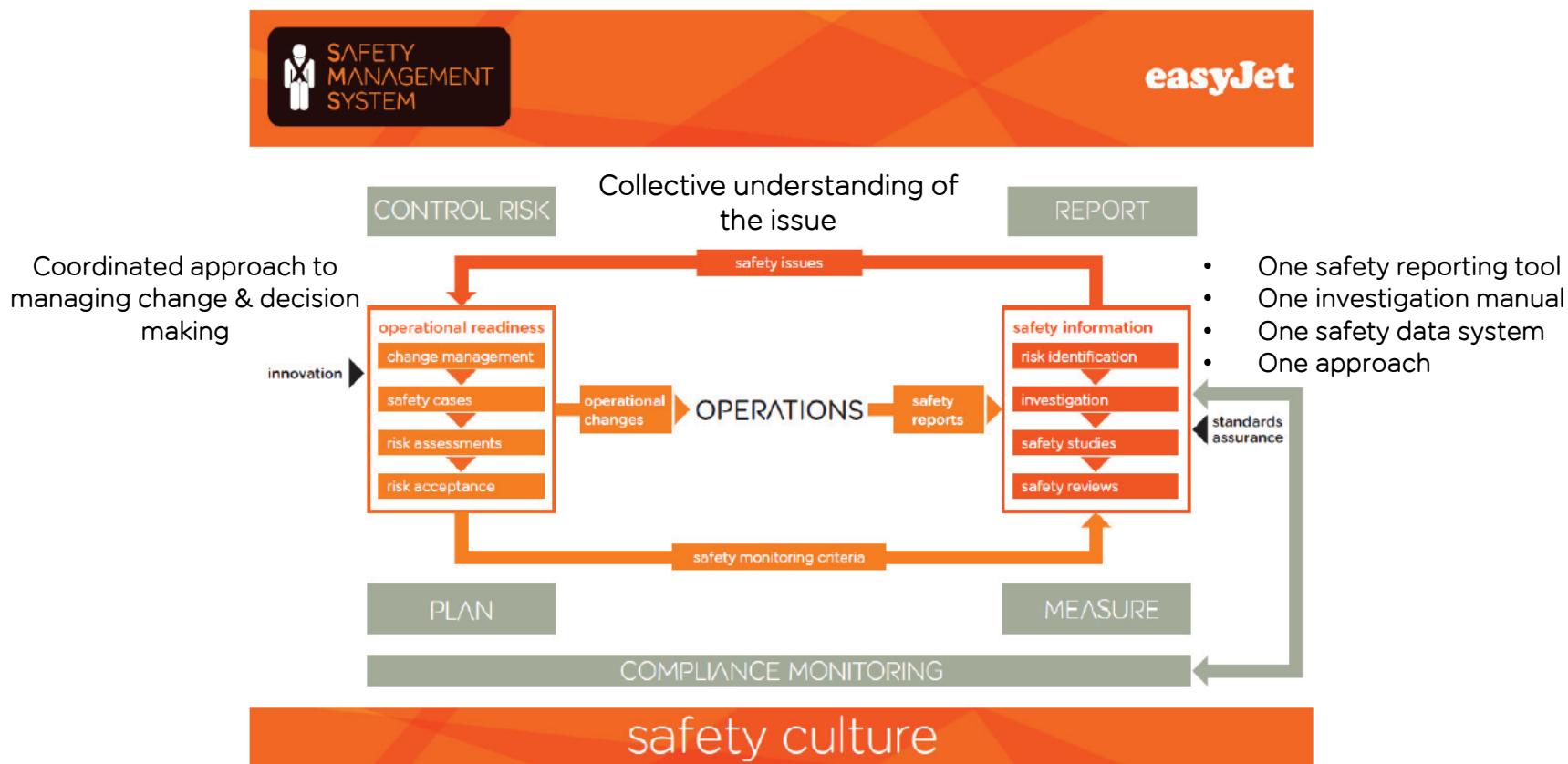
Accountability is the ‘reciprocal’ of Responsibility. There can be no real or meaningful responsibility if it is not accompanied by the knowledge that that person will ultimately be held responsible.” - *Charles Haddon-Cave QC*

CONTEXT

- > ISO 31 000 'Risk Management' offers a useful approach to the subject of context.
 - It is something the organisation must determine and define.
- > For example, the so called 'non-tangible' benefits of SMS implementation.
 - Establishment of a 'common' risk language
 - *Multiple* definitions for catastrophic outcomes across different risk criteria – but *one* understanding of what catastrophic means.

Scale of Consequence	Type of Consequence								
	Consequence Matrix	Injury or Person	Compliance	Equipment (Aircraft)	Security	Financial	Business	Reputation	Environmental
	Catastrophic A	Death or life changing injuries to an individual	Revoked or indefinite suspension of AOC	Hull loss	Physical or cyber security breach leading to the loss of life	£100 M+ profit impact over a 1 year time period or +7 days operational impact (fleet grounded / closure of key airports	An event requiring dedicated management direct involvement to avoid potential collapse of the business. Lasting greater than 1 week.	Sustained, substantial impact on customer confidence.	Long-term environmental implications and potential impacts to third parties.

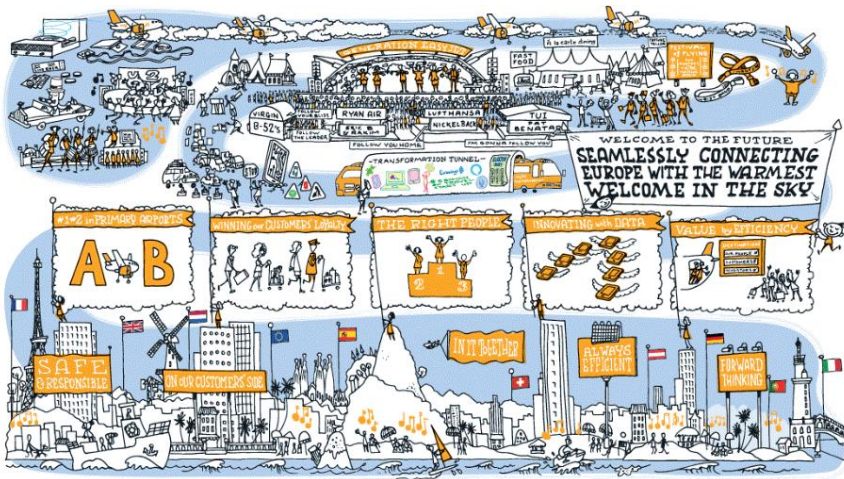
ONE APPROACH TO SAFETY



Creating the conditions for the organisation to act as one – with regards to safety

OUR PURPOSE VIA THE MANAGEMENT SYSTEM

- > A management system is the framework of policies, processes and procedures used by an organisation to ensure that it can fulfil the tasks required to achieve its purpose and objectives. These objectives will cover all aspects of the organisation, including strategy, tactics, operations and compliance.



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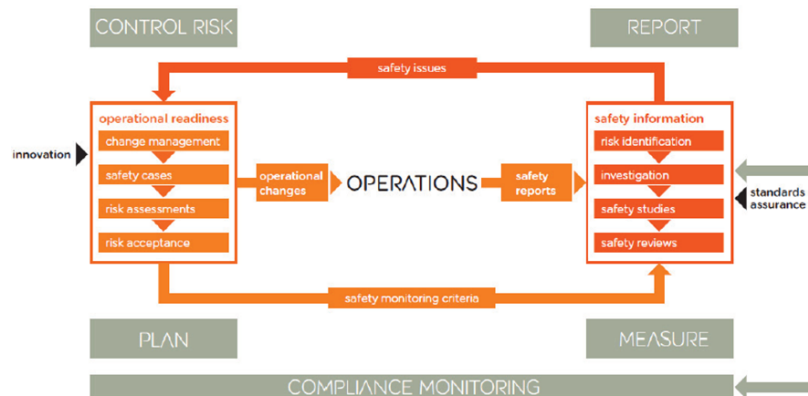
For instance, a safety management system enables the organisation to improve the safety performance of its activities / operation.

THE SAFETY PLAN & SAFETY PERFORMANCE INDICATORS

Continuous Improvement

- Key risks have documented risk controls in place to manage the risk to a state of ALARP
- The key risks and the associated risk controls are recorded in risk registers
- Key risks are monitored through the SMS processes and with safety performance indicators
- The safety plan details a range of initiatives with the objective of continuously improving the safety performance and/or the ALARP state.

Reference	Risk Scenario	Adverse State	Consequence	Consequence Type	Current Risk Controls	Existing Residual Risk	Process Owner	Future Review Date	Future Review Method	Accountable User	Actions
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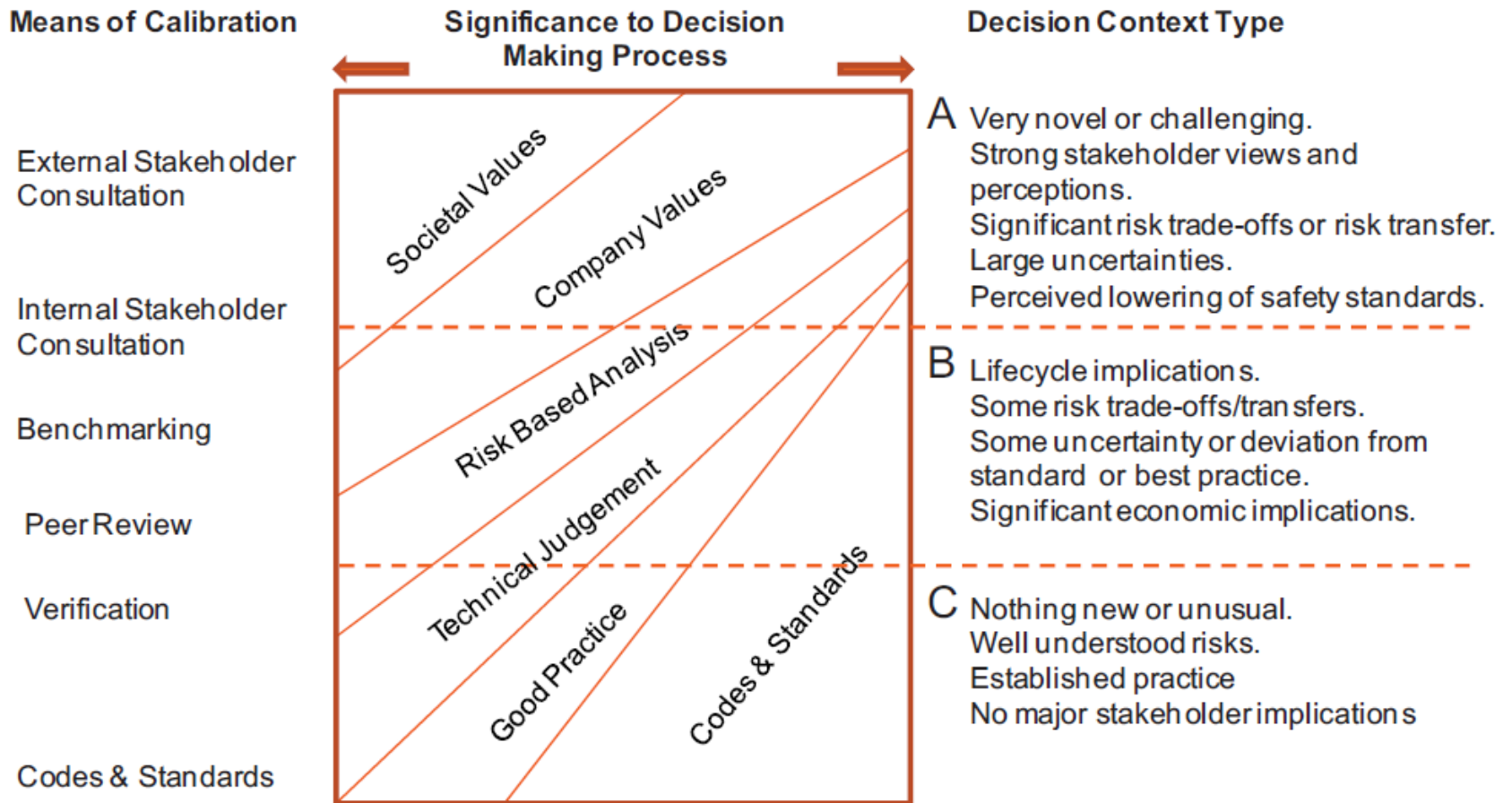
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Safety Plan

FY 2018/2019

Continuous Improvement & ALARP – As Low As Reasonably Practicable

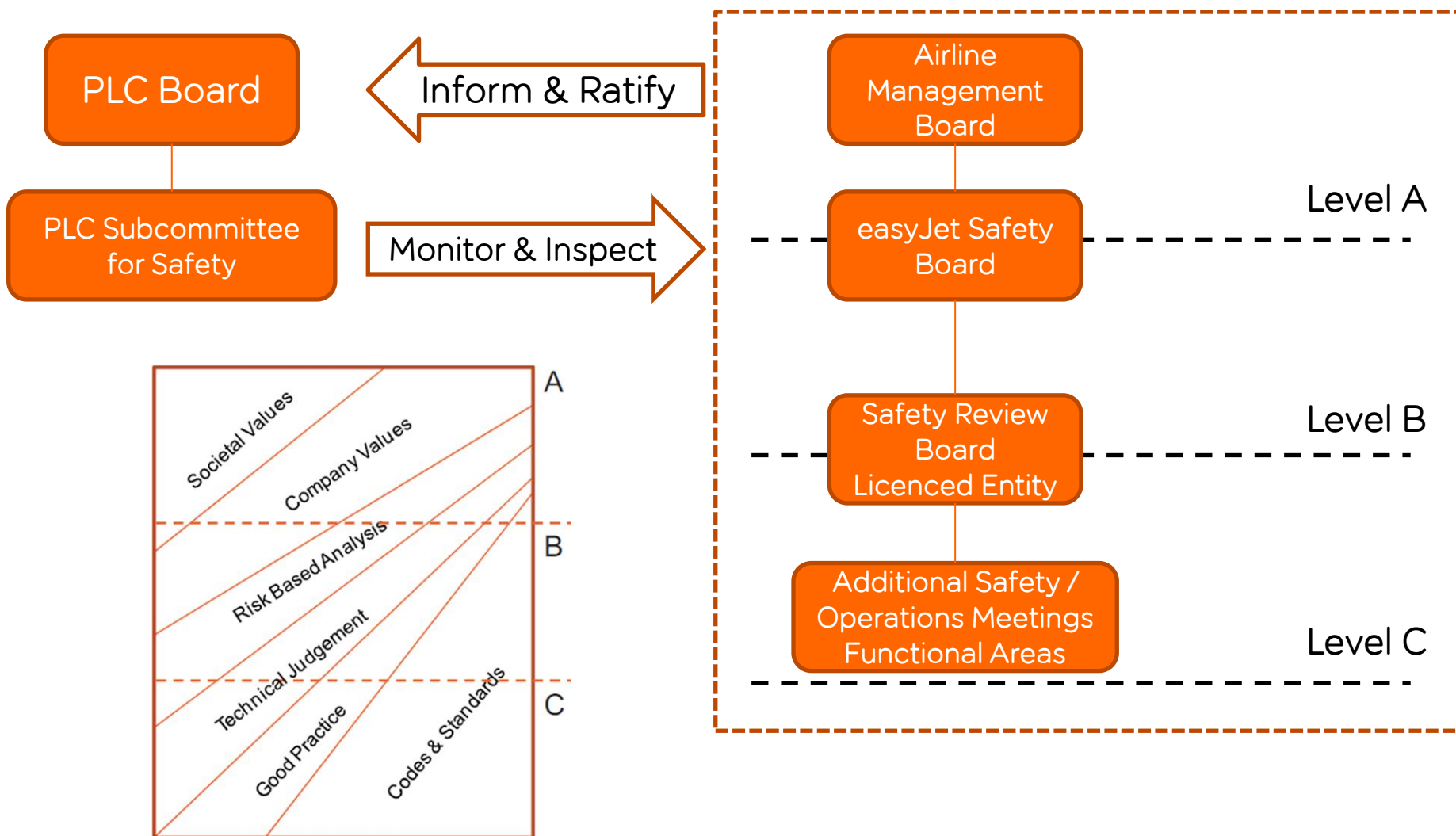
DECISION MAKING FRAMEWORK



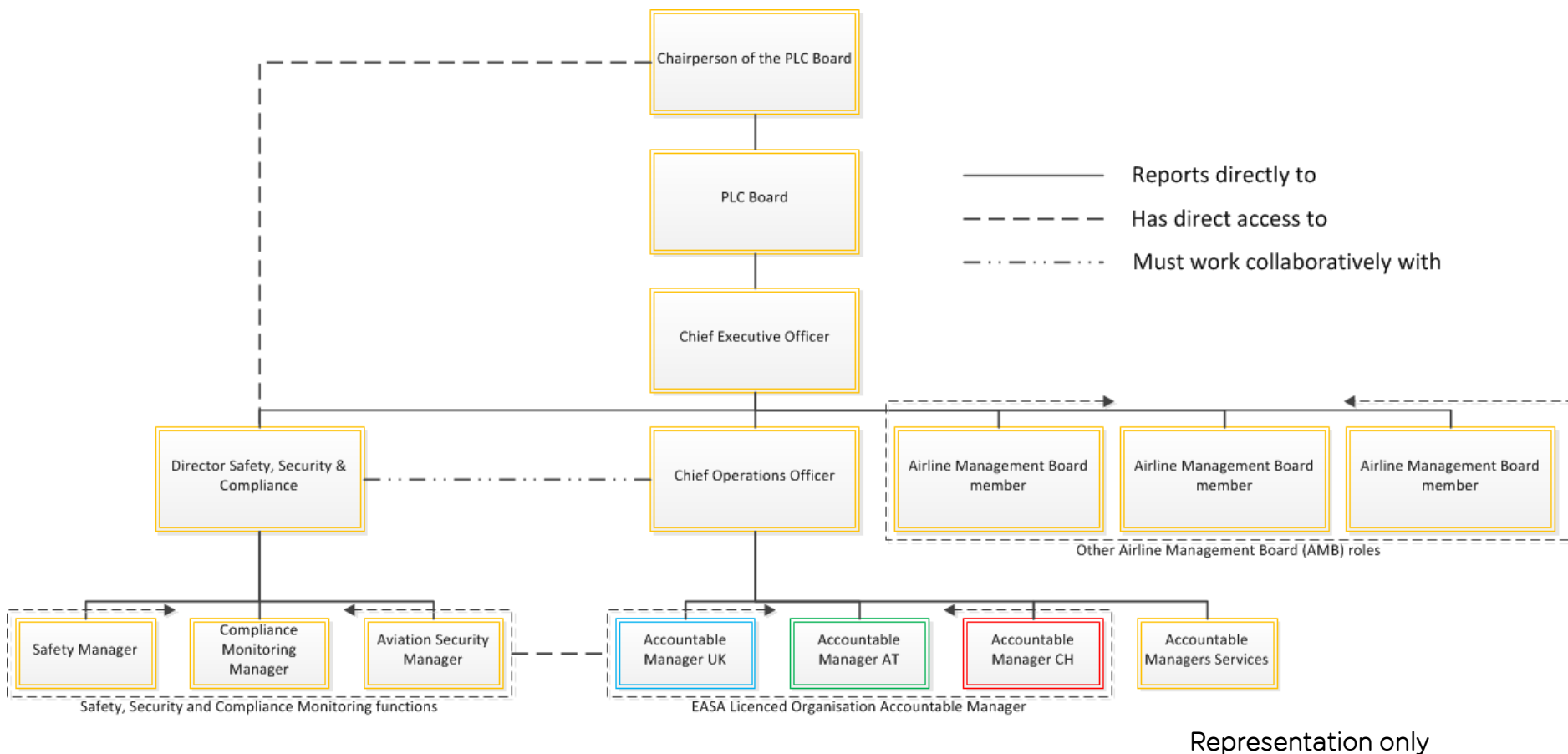
UK Offshore Operators Association (UKOOA) – guidelines published in 1999

Not limiting the perspective

TAKING DECISIONS AT THE APPROPRIATE LEVEL



COMPLEX OPERATIONAL ARRANGEMENT



So whose decision is it?

ROLES & FUNCTIONS

clearly defined lines of responsibility and accountability throughout the operator, including a direct safety accountability of the accountable manager; - Commission Regulation (EU) 965/2012 ORO.GEN. 200 (a) (1)

The role of the SMS and it's function in decision making must be clear



The accountable manager is accountable to the competent authority as well as to those who may appoint him/her. It follows that the competent authority cannot accept a situation in which the accountable manager is denied sufficient funds, manpower or influence to rectify deficiencies identified by the management system. - Commission Regulation (EU) 965/2012 GM1 ARO.GEN.300(a); (b); (c) – (c)

TEAMWORK & COLLABORATION



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Operational Readiness Manual (OPR)

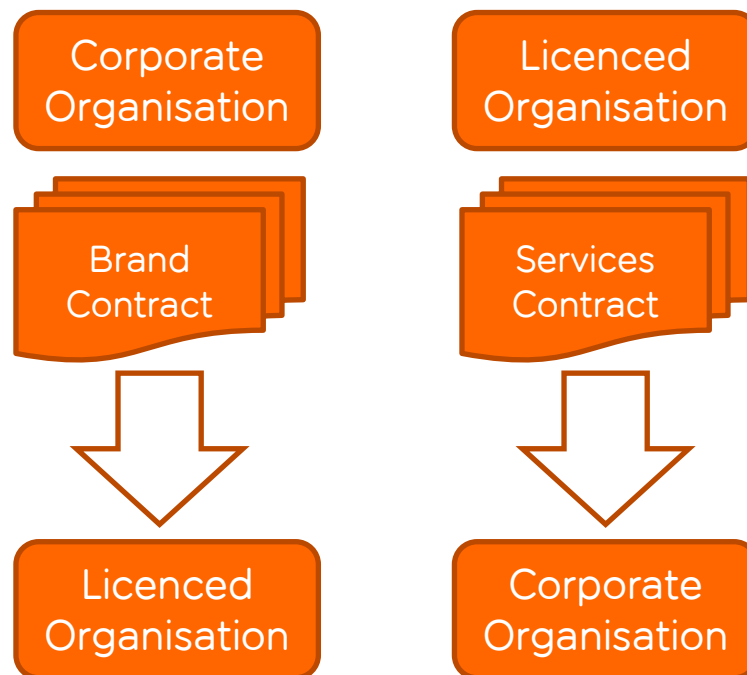
easyJet management of change process



Safety is a powerful foundation

Roles and Responsibilities

- Corporate function
- Group function
- EASA function
- Services function



THANK YOU

Any Questions?