



BAINES | SIMMONS

World Leaders in Aviation Safety

Managed Competence

a key enabler for safety performance

Keven Baines - Director

22nd May 2015

SMICG Industry Day

SMARTT[®]
SAFETY TOOLS



My presentation flow

1. The need to start from the top

2. Managed competence vs. training

3. What might managed competence look like?

Safety Leadership workshop

- ▶ SMS or SM training?
 - ▶ About the SMS or their ability to play their part in the management of safety?
- ▶ Where does it start?
- ▶ Executive and senior aviation organisation leaders enabling them to:
 - ▶ want the missing management capability...
 - ▶ possess a common language for safety risk management
 - ▶ therefore, want to invest in the 'power-up' phase

“We’ve never had an accident...occurrences and incidents are down, and steady rate audit non-conformance findings, of course we are safe...”



Safety is not an MBA subject

- ▶ A definition of the word safe
- ▶ ...that passes the 9 year-old child test



Safety is not an MBA subject

The image displays several overlapping sheets of paper with handwritten text in black and red ink. The top sheet defines 'SAFE MEANS' as 'NO HARM' (circled in red), 'HARMLESS', and 'FREE FROM HARM'. Below this, a list of 'SAFE MEANS - FREE FROM' includes: 1. ACCIDENT (INC. PEOPLE), 2. LOSS OF MOTIVATION (EMPLOYEE), 3. LOSS OF A/C (& CREW), 4. A BODY (Death), 5. BAD ATTITUDE (My People), 6. BANKRUPT, 7. LOSS OF A/C (COMPLIANCE), 8. BAD ECONOMY, 9. BAD REPUTATION/LOSS OF GOOD REPUTATION, 10. BAD PRACTICES, 11. INSURANCE PREMIUM, 12. LEGAL ACUSERS (CASE), and 13. LOSS OF CONTRACT. To the left, a cloud-shaped note says 'FREE FROM HARM (People/Assets/Reputation)'. Another note asks 'Safe? We do not harm or hurt what we are doing'. A bottom sheet defines 'Surprises' as 'Making good PROFIT' and lists 'Harms' we don't want: 1. Fatality/Physical/Injury/illnesses (100%), 2. Surprises (SMS) (80%), 3. Property, 4. Financial/Commercial/Compensation, 5. Reputation, 6. Devalued/Poor decisions (enhanced), and 7. Environmental.

SAFE MEANS

NO HARM

HARMLESS

FREE FROM HARM

SAFE MEANS - FREE FROM

1. ACCIDENT (INC. PEOPLE)
2. LOSS OF MOTIVATION (EMPLOYEE)
3. LOSS OF A/C (& CREW)
4. A BODY (Death).
5. BAD ATTITUDE (My People)
6. BANKRUPT
7. LOSS OF A/C (COMPLIANCE)
8. BAD ECONOMY
9. BAD REPUTATION/LOSS OF GOOD REPUTATION
10. BAD PRACTICES
11. INSURANCE PREMIUM
12. LEGAL ACUSERS (CASE)
13. LOSS OF CONTRACT

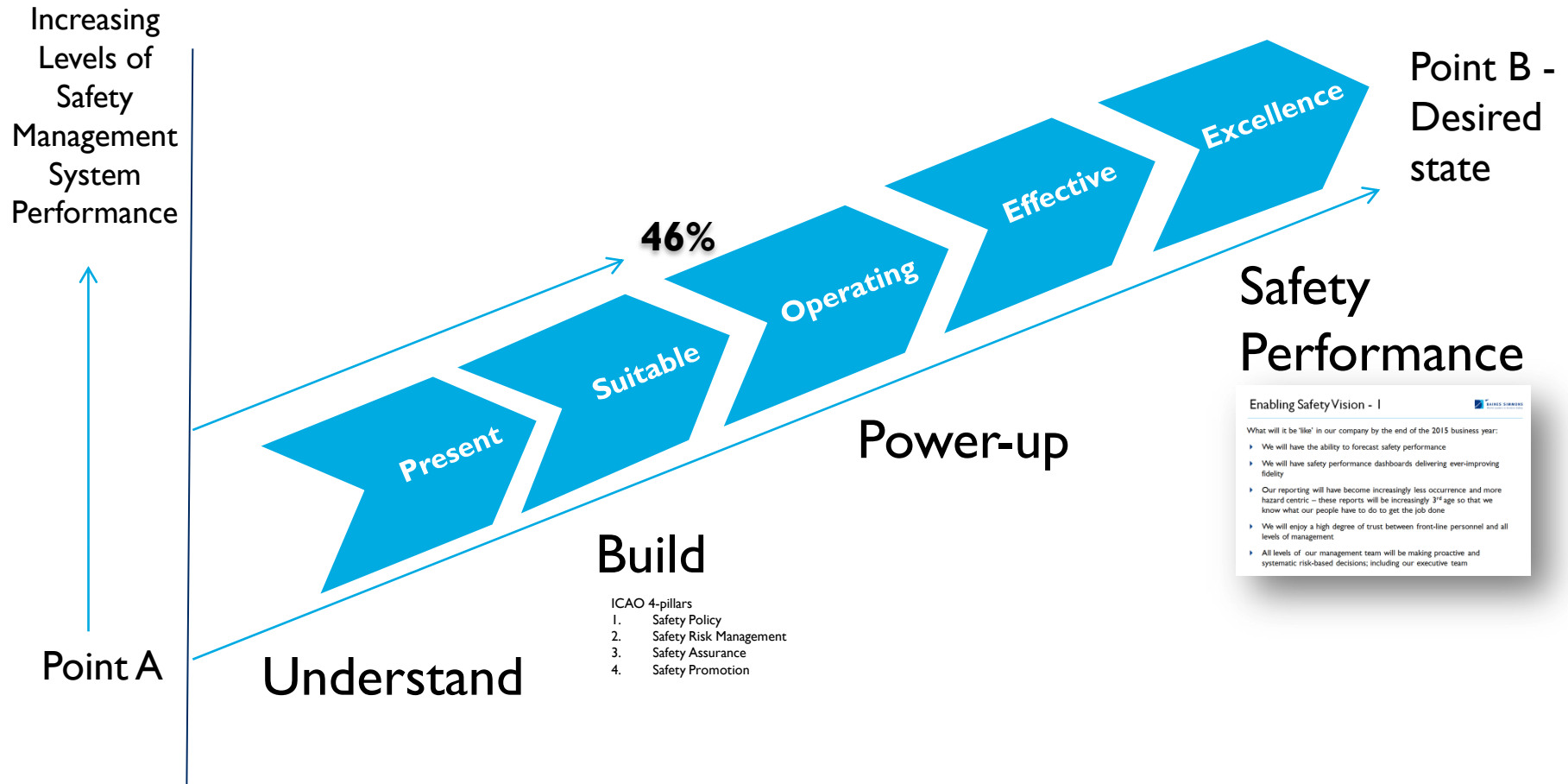
Safe? We do not harm or hurt what we are doing

Surprises = Making good PROFIT

→ Harms we do not want & Barcode tags

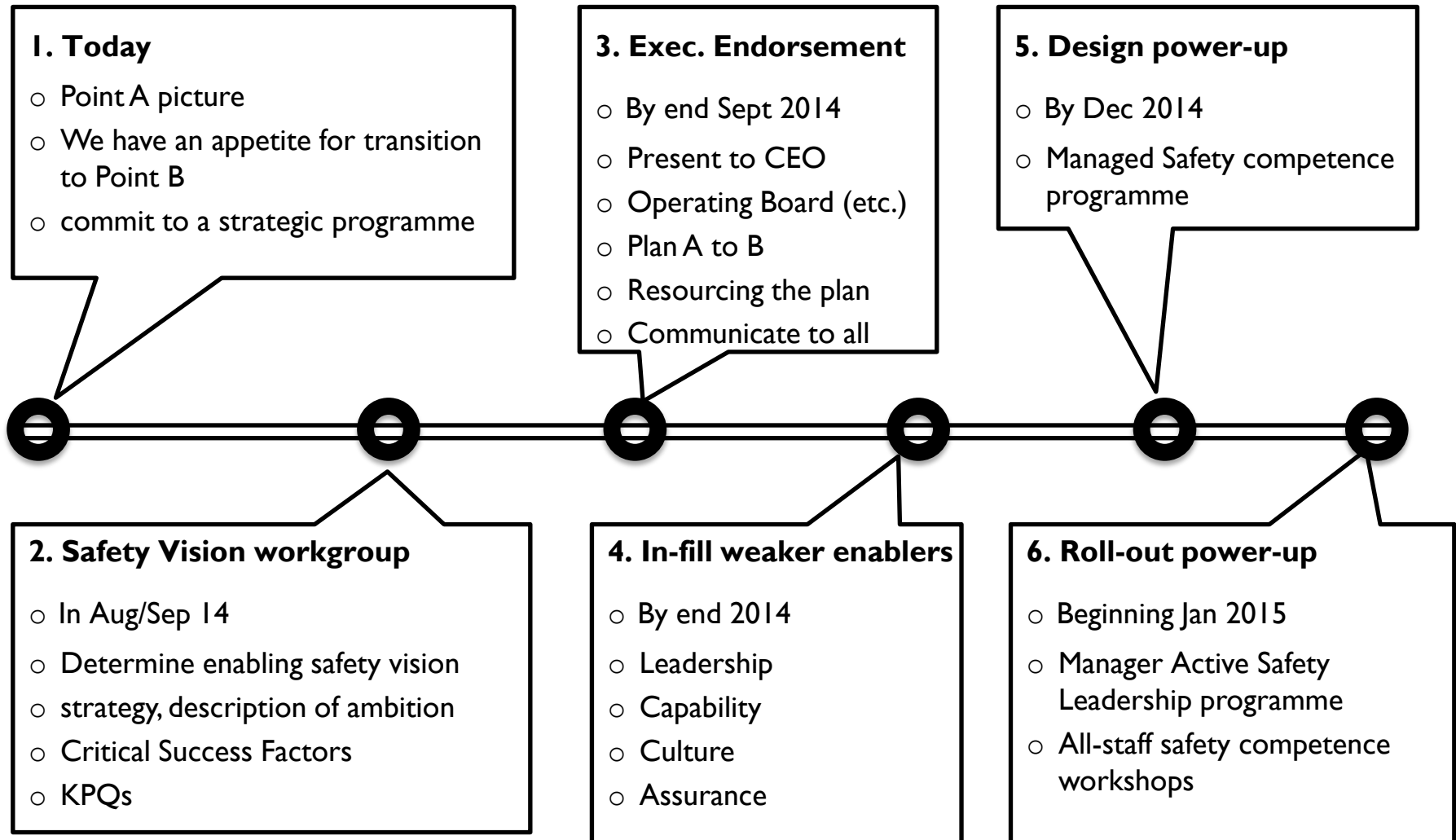
1. Fatality/Physical/Injury/illnesses 100%
2. Surprises (SMS) 80%
3. Property
4. Financial/Commercial/Compensation
5. Reputation
6. Devalued/Poor decisions (enhanced)
7. Environmental

Pull vs. push

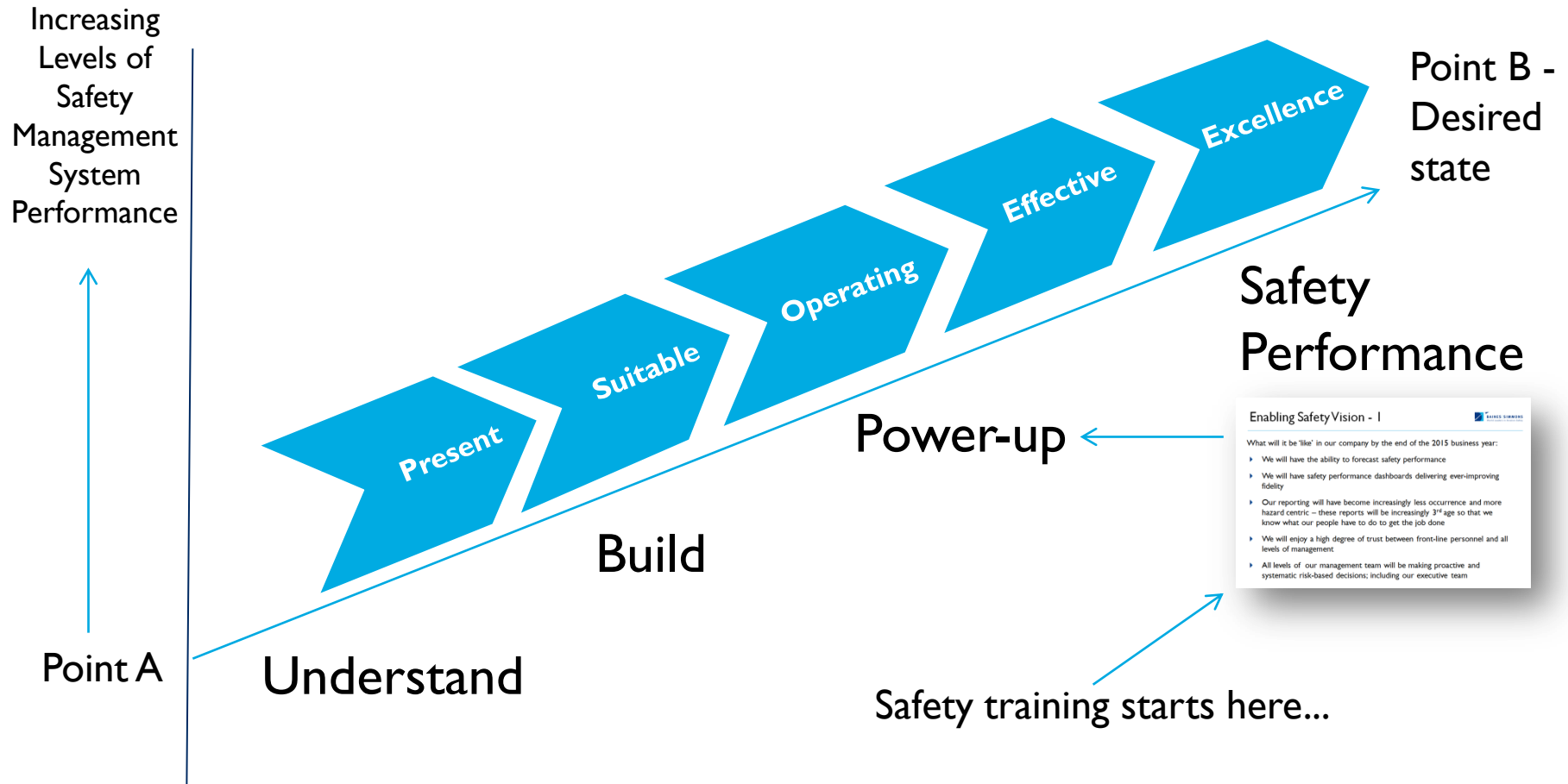


- ICAO 4-pillars
1. Safety Policy
 2. Safety Risk Management
 3. Safety Assurance
 4. Safety Promotion

Example result...



Point B and the link to safety training

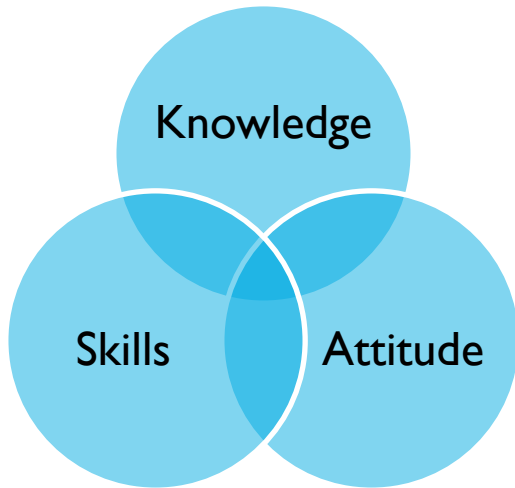


Link from airline Safety Vision – Point B

What will it be 'like' in our company by the end of the 2017 business year everyone will:

- ▶ be able to...

Competency framework



Competence = KSA

Achieved through: training, development and experience at work – especially of 1st level management

A safety competence framework that is aligned to your strategic vision and mission

...ensures a line of sight between what the leadership agree is the safety strategy and behaviours enacted on the front line

My presentation flow

1. The need to start from the top

2. Managed competence vs. training

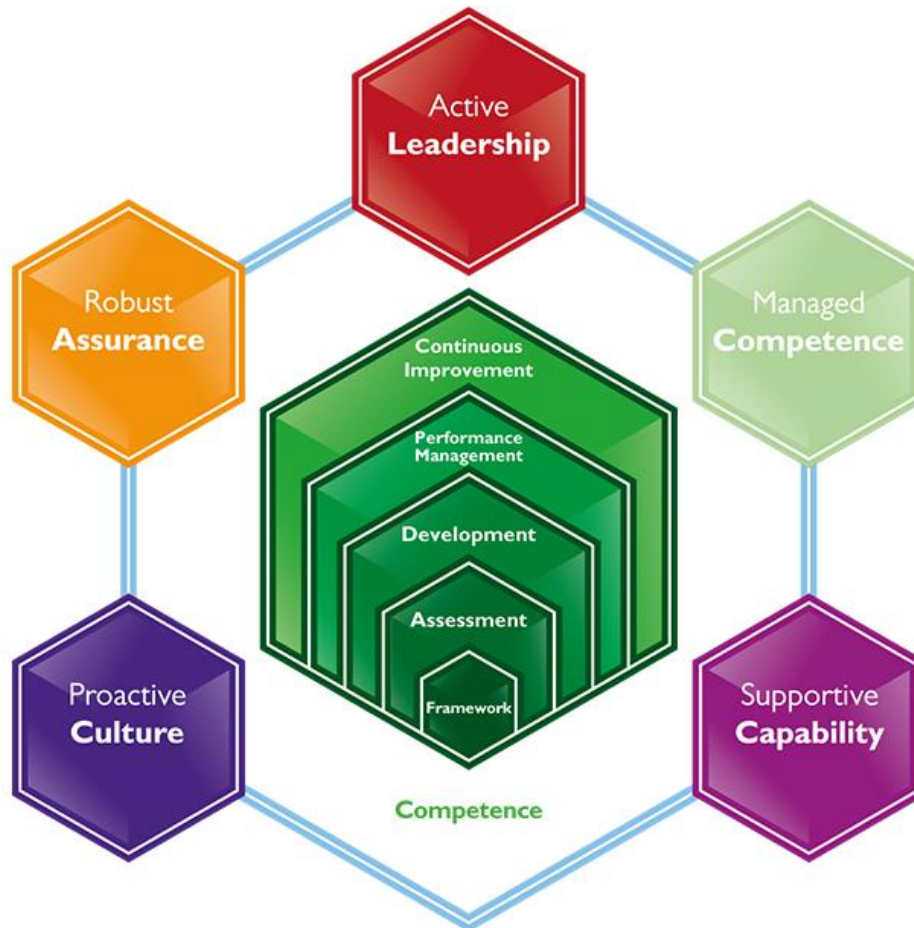
3. What might managed competence look like?

The importance of Managed safety Competence **BAINES | SIMMONS** World Leaders in Aviation Safety



- ▶ Organisational Safety Performance is achieved with:
- ▶ **four core management systems**
- and
- ▶ **five key performance enablers**

Safety Performance enabler



Managed Competence is an organisation's ability to develop, manage and continuously improve people

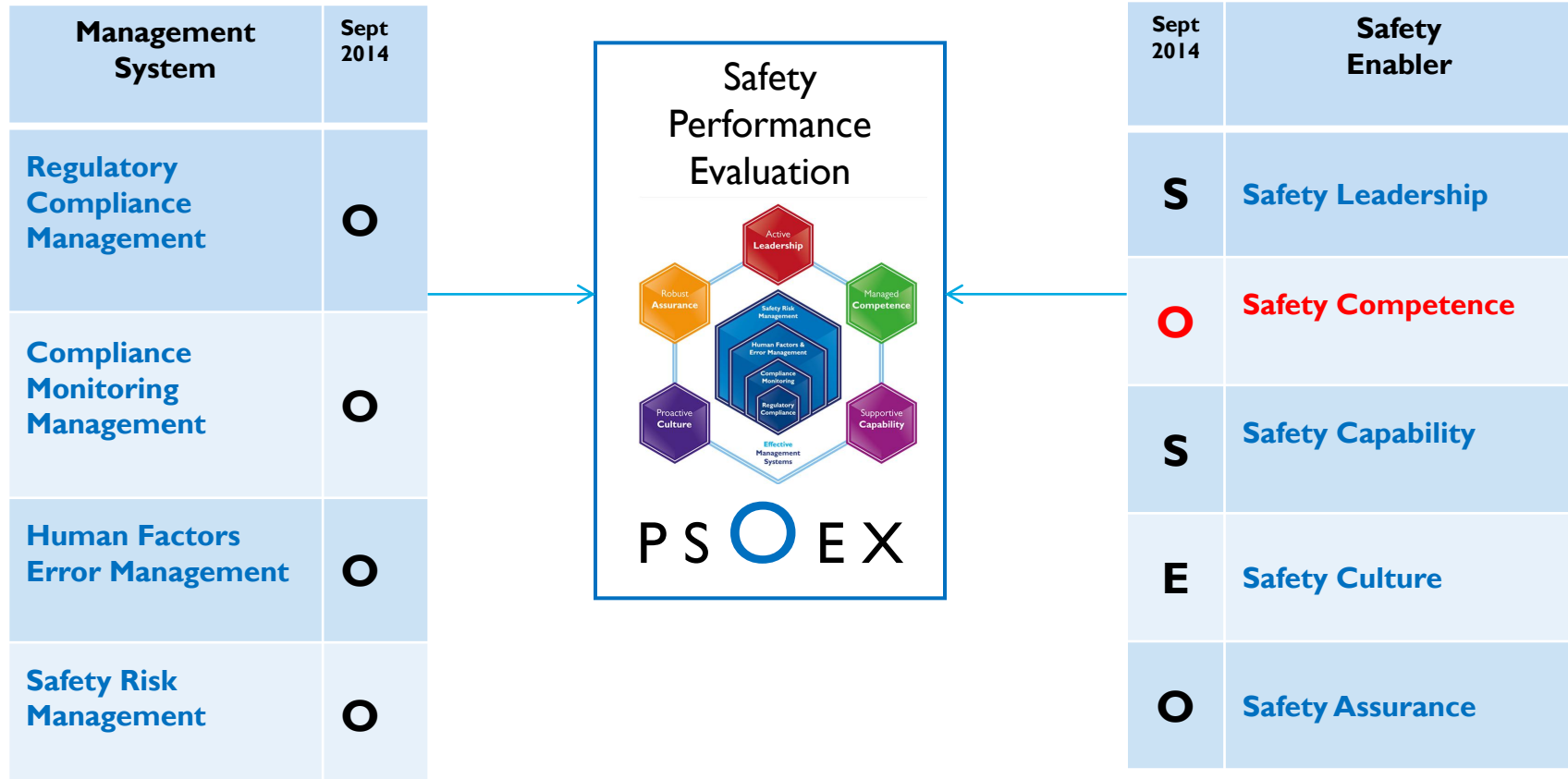
- with the appropriate skills, knowledge and attitude to effectively perform their safety-related role
- in line with the overall business and safety strategy
- People and the role they play in safety and its management remain one of the primary enablers to safety performance
- It directly links safety vision to the front line workers

Managed safety competence means

- ▶ Safety competence will be directly managed into life
- ▶ Where are we with our managed competence for safety programme?
- ▶ How are your staff workplace assessments?
- ▶ What are your staff KSA scores?
- ▶ Reported upwards PSOEX...

Measuring progress to point B

Safety Performance Balanced Scorecard



Our business safety performance score : Present : Suitable : **OPERATING** : Effective : Excelling

My presentation flow

1. The need to start from the top

2. Managed competence vs. training

3. What might managed competence look like?

What is Managed competence?

- ▶ classroom based and facilitated learning where your people can engage to embrace the change on their own terms.
- ▶ Then transfers to the workplace
- ▶ Vs. the force-field...



Safety Competence



Moving people from unconscious incompetence towards competence requires targeted safety competencies you want to see manifested in your organisation

A **competency framework** is therefore a must.



An example safety competence framework

Competence and scrap learning

- ▶ Even with demonstrated requisite knowledge/skills on post course evaluations (tests/surveys)
- ▶ ...managers complain that learners not changed their on the job behaviours
- ▶ Labelled as scrap learning (measurable learning lost after training) [Saks & Belcourt 2006](#)
- ▶ Scrap learning rates
 - ▶ 38% immediately following training
 - ▶ 56% after 6 months
- ▶ Can be as high as 80% [Brinkerhoff 2010](#)

Competence and scrap learning

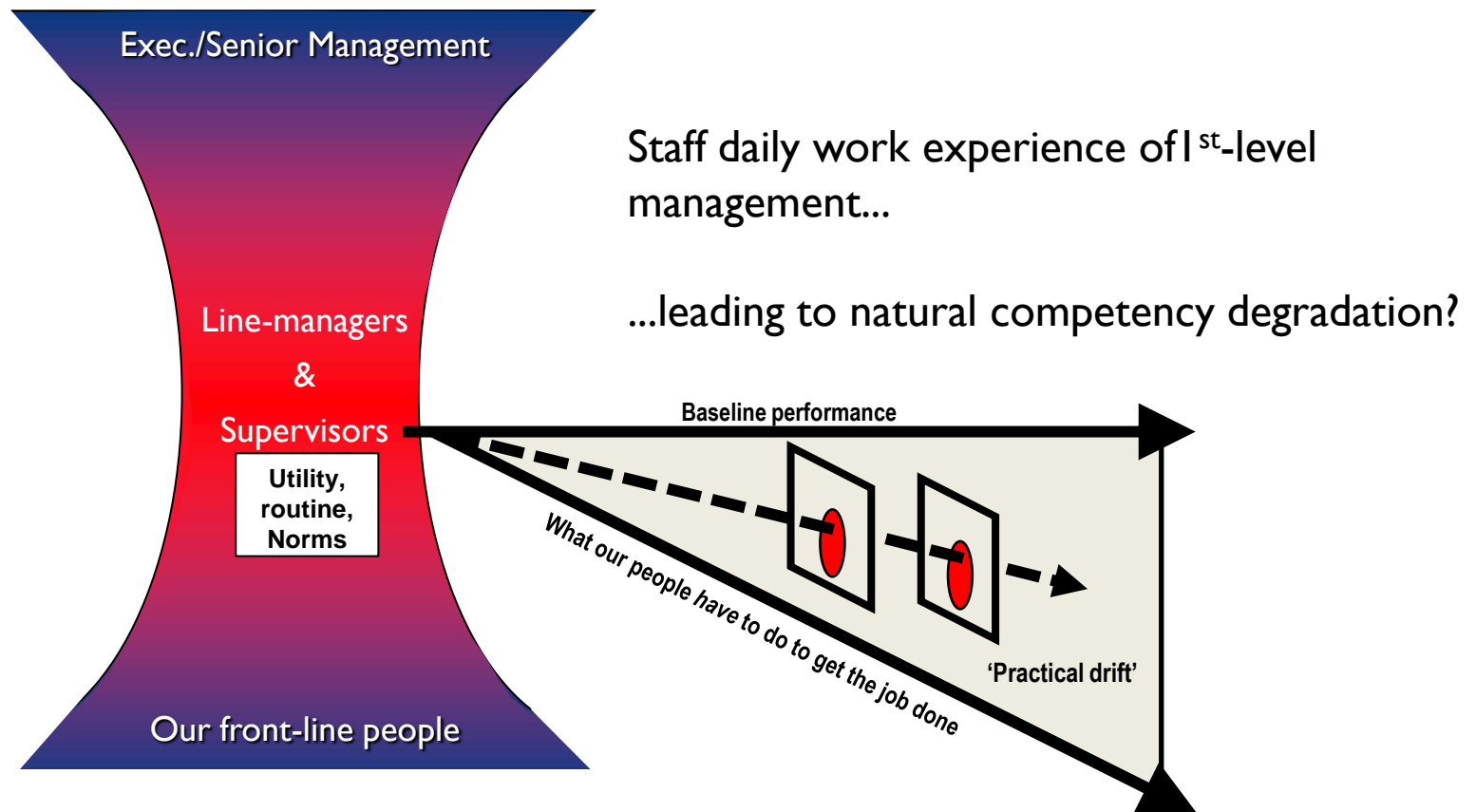
Deterioration in training transfer caused by three main reasons:

1. Training design
2. Learner characteristics
 - ▶ Told to attend
 - ▶ *Prepared* by manager re expectations when returning to work
3. Work environment characteristics
 - ▶ Need opportunities to apply knowledge/skills practically in the workplace
 - ▶ Need feedback on how they perform
 - ▶ Need to practice repeatedly
 - ▶ Without these it wanes just like memory

The answer to scrap learning

- ▶ Manager engagement (though managed safety competence)
- ▶ **The learners' supervisors are the key factor**
- ▶ They need to prepare the learner by setting expectations for learning and post training performance
- ▶ Creating an environment where knowledge/skills can be applied
- ▶ Generate multiple opportunities and constructive feedback for the learner to apply, build and hone knowledge/skills
- ▶ Manager engagement reduces scrap learning by 20% [Brinkerhoff 2007](#)

The learners' supervisors are the key factor



Conclusions - Managed competence

- ▶ Safety management training is not fire and forget
 - ▶ scarp learning = time/energy/money wasted – risk increased
- ▶ Will deliver 3Ps:
 - ▶ Point B vs. ticking the training box
 - ▶ ‘Power-up’ to safety performance
 - ▶ People able to play their part in safety and its management
- ▶ If treated as a *technical training* activity it is likely to prove expensively unsuccessful (scrap learning).

Date for your diary



AVIATION SAFETY
MANAGEMENT
SYMPOSIUM

4th European Aviation Safety
Management Symposium

3rd – 4th November 2015 | London Heathrow Marriott Hotel