

# Managed Competence

## a key enabler for safety performance

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22<sup>nd</sup> May 2015  
SMICG Industry Day



# My presentation flow

- I. The need to start from the top
- II. Managed competence vs. training
- III. What might managed competence look like?

# Safety Leadership workshop

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- ▶ 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



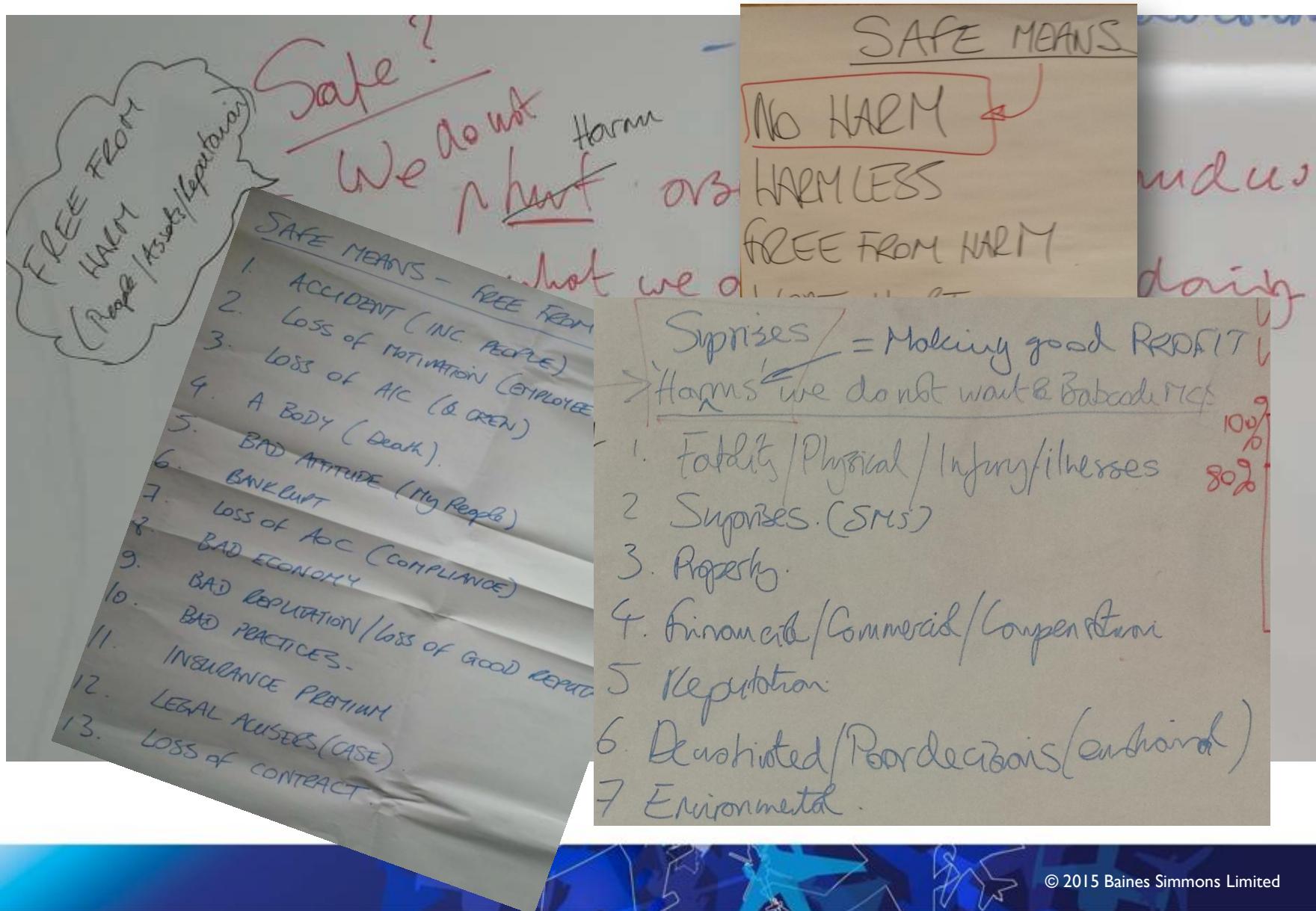
*"We've never had an  
accident...occurrences and incidents  
are down, and steady rate audit  
non-conformance findings, of course  
we are safe..."*

# Safety is not an MBA subject

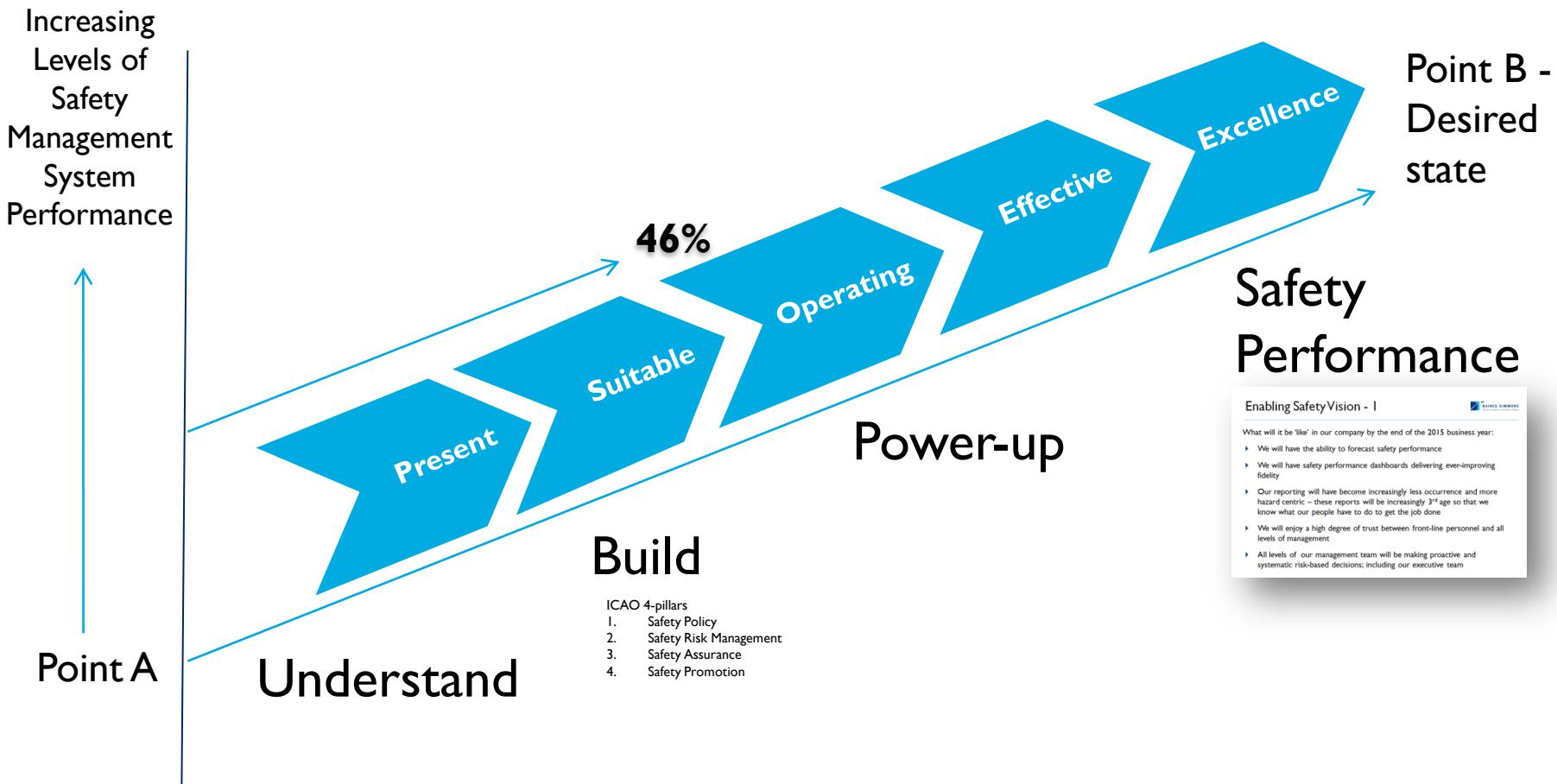
- ▶ A definition of the word safe
- ▶ ...that passes the 9 year-old child test



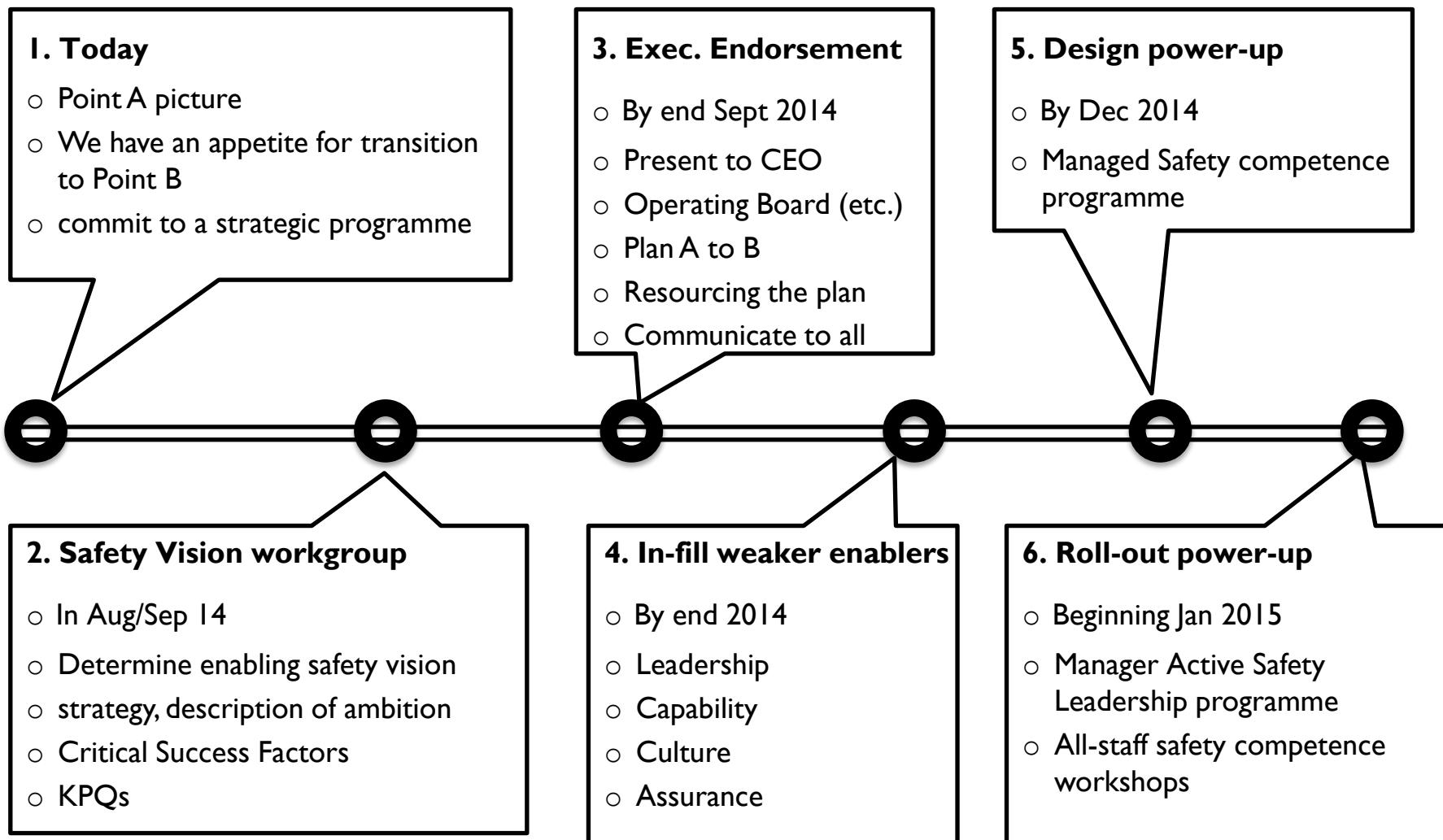
# Safety is not an MBA subject



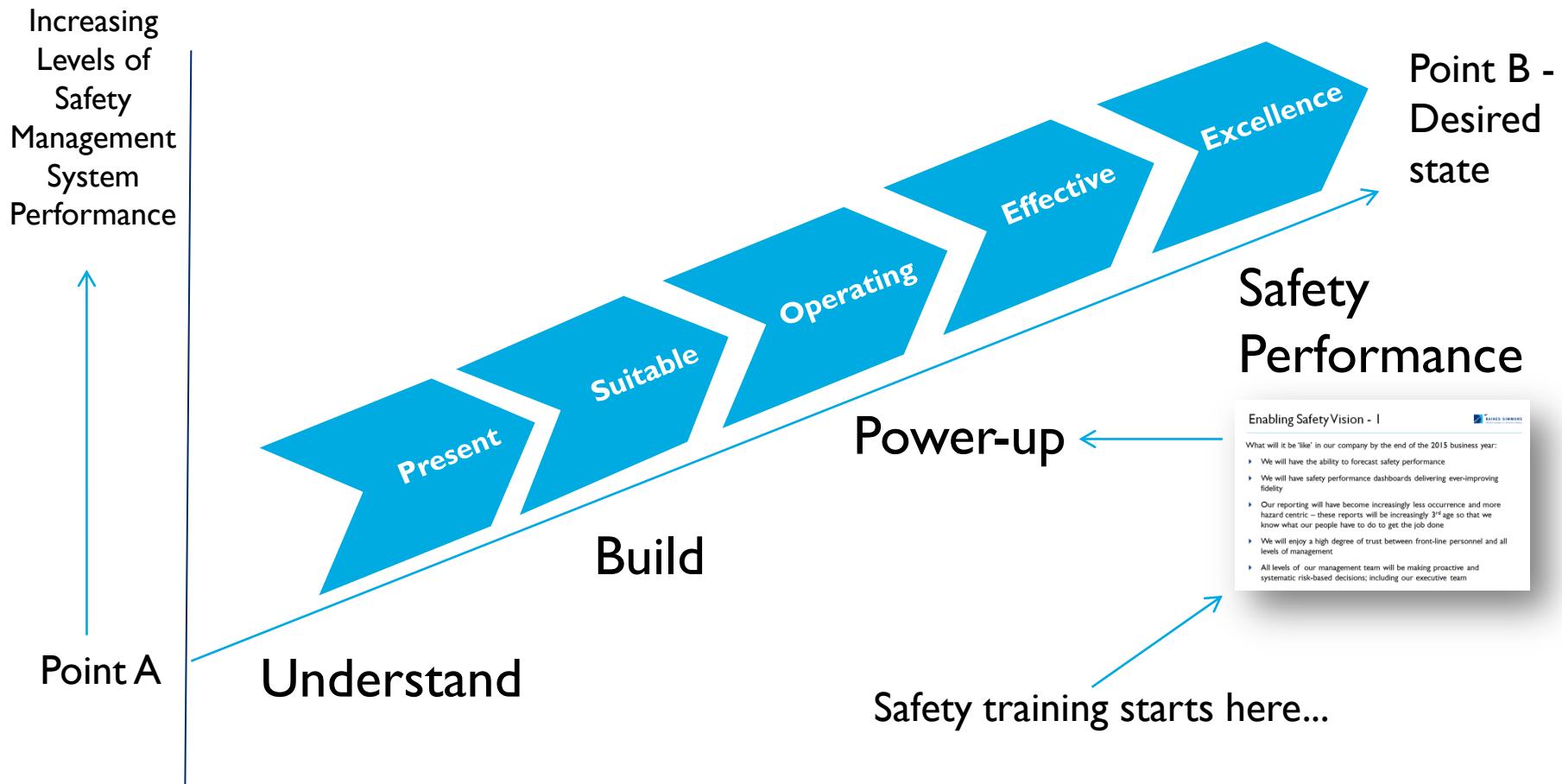
# Pull vs. push



# Example result...



# Point B and the link to safety training



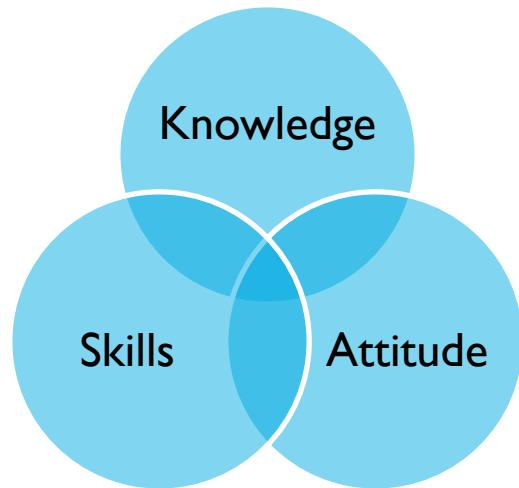
# Link from airline Safety Vision – Point B



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 1<sup>st</sup> 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

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# The importance of Managed safety Competence



- ▶ 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

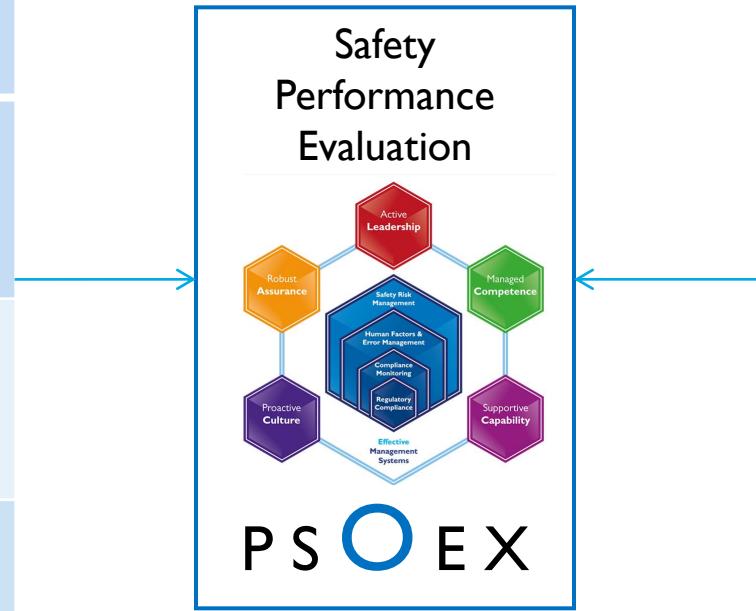
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- ▶ Safety competence will be directly managed into life
- ▶ Where are we with our managed competence for safety programme?
- ▶ How are your staff workplace assessments?
- ▶ What are your staff KSA scores?
- ▶ Reported upwards PSOEX...

# Measuring progress to point B

## Safety Performance Balanced Scorecard

Management System	Sept 2014
Regulatory Compliance Management	O
Compliance Monitoring Management	O
Human Factors Error Management	O
Safety Risk Management	O



Sept 2014	Safety Enabler
S	Safety Leadership
O	Safety Competence
S	Safety Capability
E	Safety Culture
O	Safety Assurance

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

# My presentation flow

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# 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:

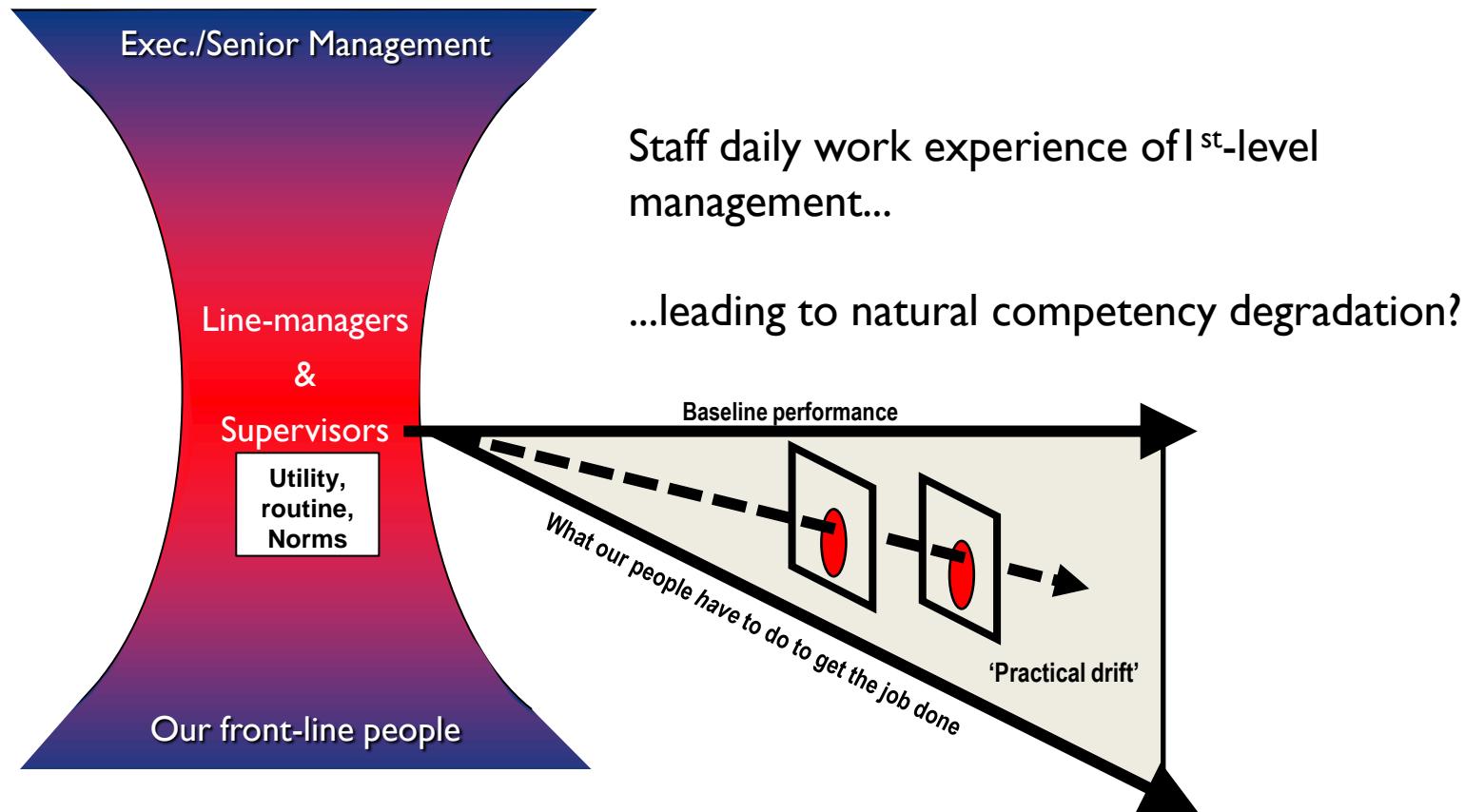
1. Training design
2. Learner characteristics
  - ▶ Told to attend
  - ▶ Prepared by manager re expectations when returning to work
3. Work environment characteristics
  - ▶ Need opportunities to apply knowledge/skills practically in the workplace
  - ▶ Need feedback on how they perform
  - ▶ Need to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

# The answer to scrap learning

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- ▶ Manager engagement (through 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

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- ▶ Safety management training is not fire and forget
  - ▶ scrap 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

Keven B Managing Director 16th May 2015

4th European Aviation Safety Management Symposium

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