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SMART DESIGN: SMS MATURITY AND FOCUSING ON THE FRONTLINE

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KEY CONSIDERATIONS

- KNOW YOUR OPERATIONS AND YOUR PEOPLE WORKING WITHIN IT
- THE FIVE PRINCIPLES OF SMS DESIGN-MATURITY
- THE THREE LINES OF DEFENCE
- PSYCHOLOGICAL SAFETY and *BETTER WORK* BY DESIGN
- SAFETY CULTURE
- JUST CULTURE
- MATURITY MODELS and KEY ARTEFACTS
- LEADERSHIP and ORGANISATIONAL CULTURE

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OPERATIONS AND PEOPLE

SITE VISITS

A DAY IN THE LIFE

UNDERSTAND REPORTING

SURVEYS /PULSE CHECKS

SITTING IN ON MEETINGS

WORK AS IMAGINED VS WORK AS DONE

COMMUNICATION

LEADING WITH HUMILITY & EMPATHY

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THE FIVE PRINCIPLES FOR SMS-DESIGN-MATURITY

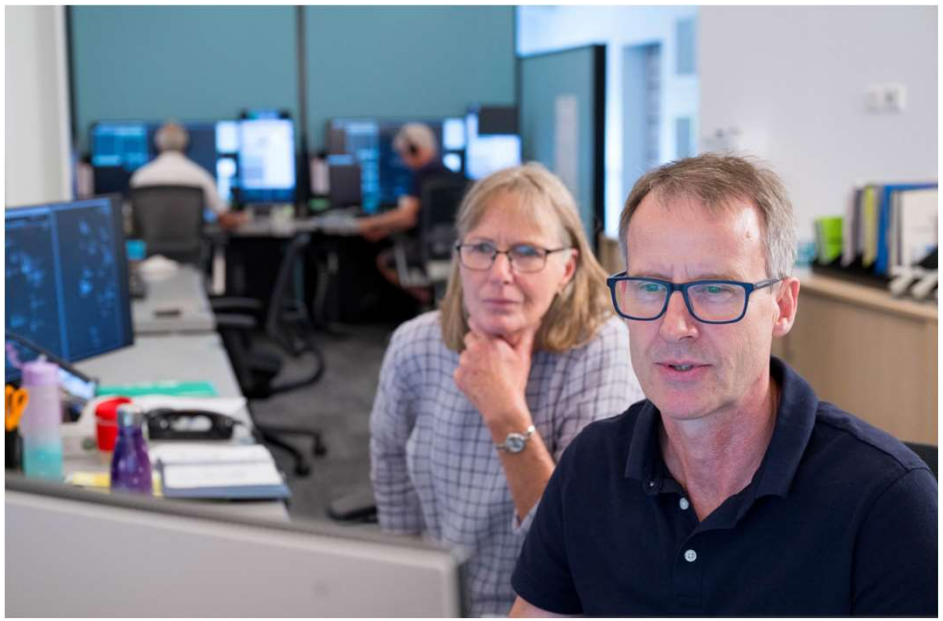
Civil Aviation Rule part accountability rests with **The Senior Persons**

The business is responsible for **safe practices and delivery of safe outcomes**.

One Airways SMS,
One Airways Risk Evaluation Framework
One Incident Reporting System

Appropriate resourcing needs to be across all areas

Working collaboratively to deliver the Airways strategy safety system enhancement initiative, via support and enablement.



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THREE LINES OF DEFENCE

Reviews, Investigations and Audits are all essential components of Airways' safety assurance framework. These three functions make up Airways' Three Lines model.

First Line
OWNERSHIP AND ACCOUNTABILITY

Second Line
COMPLIANCE AND MONITORING

Third Line
INDEPENDENT ASSURANCE

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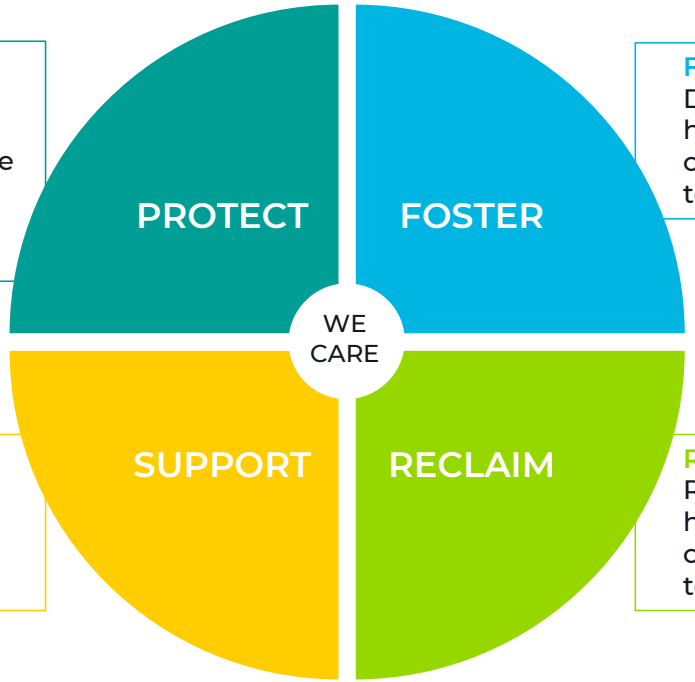
PSYCHOLOGICAL SAEFTY RISKS

OBLIGATIONS
Use these approaches to prevent harm

OPPORTUNITIES
Use these approaches to help people thrive

PROTECT
Identify risks to mental health and wellbeing. Eliminate or minimise at source where practicable.



FOSTER
Develop the mental health and wellbeing of individuals and teams

SUPPORT
Provide access to appropriate workplace and clinical support.

RECLAIM
Restore the mental health and wellbeing of individuals and teams

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BETTER WORK BY DESIGN

TOXIC WORK
Harmed

Individual Costs:
PHYSIOLOGICAL
e.g.. hypertension, coronary heart disease, ulcers, musculoskeletal, weight loss/gain, fatigue, compromised immunity

EMOTIONAL
e.g.. anxiety, PTSD, depression, low self-esteem, self harm, burnout

BEHAVIOURAL
e.g. drug and alcohol addition, sleep disorders, aggression, suicide

COGNITIVE
e.g.. poor decision making & problem solving, memory loss, loss of concentration, etc.

Organisational Costs
- High absenteeism, sick leave & presenteeism
- Staff turnover
- Low engagement
- Increased mistakes
- Lack of diversity & skills
- Workplace conflict
- Injuries
- Poor reputation

WORK AREAS

TASK
The nature and demands of the work and how it is organised

INDIVIDUAL
The impact of work on a person and its meaning to them

SOCIAL
Relationships and personal connections at work

ORGANISATIONAL
The culture, systems and employment processes at work

GOOD WORK
Thriving

Individual benefits:
PHYSIOLOGICAL
e.g.. no work-related illnesses or current illnesses exacerbated by work

EMOTIONAL
e.g.. feeling values, personal growth, positive attitude and engagement

BEHAVIOURAL
e.g.. collaborative working relationships, self care

COGNITIVE
e.g.. good decision making & problem solving, task focus

Organisational benefits
- Higher productivity
- Engaged workers
- Inclusive, diverse, psychologically safe culture. Experimentation and innovation
- Reputation as a 'good employer'
- Flexibility and adaption

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Business Leaders Health & Safety Forum
Protecting-Mental-Wellbeing-at-Work.pdf (forum.org.nz)

SAFETY CULTURE

3 ½ year programme

5 Phases | **2** surveys | **3** reports

29 recommendations with **67** actions across **3** key areas of focus:

1. Optimising safety leadership persona
2. Optimising subject matter expertise
3. Solidifying, enhancing and expanding the corporate safety net

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JUST CULTURE PRINCIPLES

1 We **embrace** opportunities to learn

2 We make it easy to **do the right thing**

3 We all feel empowered to **speak up**

4 We all take **accountability** for our actions

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JUST CULTURE

OUR CHOICES, ACTIONS AND BEHAVIOURS			
GOOD CHOICES	HUMAN ERROR	AT-RISK BEHAVIOUR	RECKLES BEHAVIOUR
Result of good system design and good choices. .	Inadvertent actions: slip, lapse, mistake	A conscious chose to act outside of what is required	Conscious and /or premeditated disregard of substantial risk
Manage through: • positive reinforcement • recognition • learning from what went well.	Manage through: • creating awareness • better system or work environment design • processes and procedures.	Manage through: • better system or work environment design • processes and procedures • education and training • increasing situational awareness • monitoring.	Manage through: • remedial action • disciplinary processes
ENCOURAGE	SUPPORT	COACH	DISCIPLINE
AIRWAYS' VALUES: Safety, One Airways, Excellence, Success			

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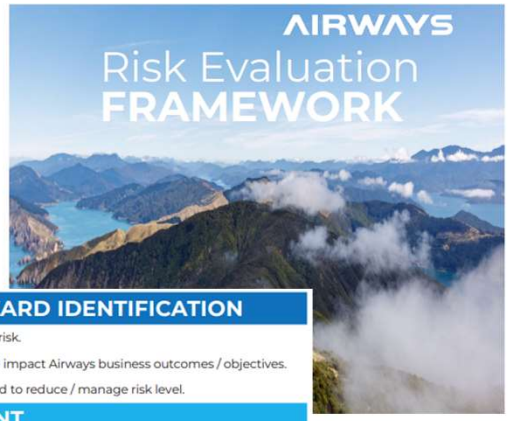
MATURITY MODELS AND KEY ARTEFACTS

CANSO-Safety-Standard-of-Excellence-Safety-Management-Systems-2023.pdf

Advisory Circular 100-1 Safety Management - Revision 3 (aviation.govt.nz)



RISK & HAZARD IDENTIFICATION

Hazard (threat): the source of a risk.

Risk: event / incident that would impact Airways business outcomes / objectives.

Controls (mitigations): a method to reduce / manage risk level.

RISK ASSESSMENT

Risks are an inevitable part of aviation activities however, risk manifestation and possible adverse consequences are possible if mitigation strategies are not conducted.

Action: Conduct hazard identification & risk assessment.

- Identify affected stakeholders, determine what they know, how best to collaborate with them, and understand their objectives.
- Generate a list of hazards. This list will provide a structured approach to the could happen from

RISK CONTROLS & MITIGATION

Risk management requires the identification of controls, identification of affected stakeholders, and a clear understanding of business objectives.

ntified risk from ermine the current risk

CONTROL EFFECTIVENESS

The application of risk controls should be balanced against the time, cost and difficulty of taking action to reduce or eliminate the risk. This concept is referred to as As Low As Reasonably Practicable (ALARP).

t can be accepted. If tify what controls red to reduce the

Action: Identify existing controls and their effectiveness level using the table below. Strengthen to the highest reasonable control level, noting that ALARP may prevent the achievement of absolute control effectiveness.

Totally Ineffective	Largely Ineffective	Partially Effective	Substantially Effective	Fully Effective
Controls do not exist or are defective	Control design is defective or not operating effectively	Control is partly functional (minimum level for compliance)	Control is adequately designed and operating effectively	Control is well designed and operating effectively
Significant control development is required	**Major work to be done to strengthen controls**	**More to be done to strengthen controls**	**Some work to be done to strengthen controls**	**Monitoring of control effectiveness**

RISK LEVEL

Action: To determine initial and residual risk, apply the identified risk consequence and likelihood to the risk matrix below.

KEY FOR FRONT LINE STAFF WHEN DESIGNING SMS INTEGRATION

- UNDERSTANDING OPERATIONS and PEOPLE
- WIFM/WALK IN THEIR SHOES
- SIMPLIFICATION
- EMBEDDING SME's
- REPORTING AND REPSONSE PROTOCOLS
- LEADERSHIP
- COMMUNICATION

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Questions

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