

WELCOME



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SAFETY
FOUNDATION**
Independent • Impartial • International

Achieving an Effective SSP/SMS

ICAO Asia Pacific Safety Management Seminar 2025

3-5 February 2025 Bangkok, Thailand and online

Brought to you by over 20 organizations

***“Addressing Annex 19 Implementation Challenges
and Promoting a Positive Safety Culture Together!”***

MASTER OF CEREMONIES

MITCH FOX

Director, Asia Pacific Centre for Aviation Safety
Flight Safety Foundation



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SESSION 8a | Safety Culture Workshop



Mr. Adrian Abraham

Regional Safety Director -
Southeast Asia

Airbus

Moderator



Mr. Satya Subramaniam

Vice President & Head -
Group Safety

**Bangalore International
Airport**



Mr. Ruiyi Ang

Principal Manager (Safety
Assurance)

CAAS



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Advancing Safety Through Exchange and Promotion of a Positive Safety Culture Session 8a



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AGENDA

Introduction

Case Study 1: Greenfield Airport, Mr. Satya Subramaniam

Q&A

Case Study 2: Strengthening Safety Culture post COVID-19 pandemic, Mr. Ruiyi Ang

Q&A

Session Wrap Up

Session 8a Word Cloud | Safety Culture Workshop

What word would you use to describe a “healthy” safety culture?



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Trust is the Foundation



People Create Safety

Continuous Improvement Requires Active **Participation**

Trust Unlocks Participation



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WHAT IS SAFETY CULTURE?



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PEOPLE



Safety Culture is defined as the **shared values, actions, and behaviors** that demonstrate a commitment to safety over competing goals and demands.

PROCESS



Safety Culture is expressed in **policies, systems, and procedures** that prioritize safety within the department's authorities and support employees and stakeholders in their dedication to safety.



PEOPLE

How people feel | What people do

VALUES
ATTITUDES
PERCEPTIONS

ACTIONS
BEHAVIORS

psychological

behavioral



PROCESS

Tools and Guardrails

POLICIES
SYSTEMS
PROCEDURES

organizational



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Safety Culture is like air...

It's our behaviors that determine the quality of our environment.



Active Participation = Clear Air

PASSIVE DISENGAGEMENT



Trust Unlocks Participation

PASSIVE DISENGAGEMENT

ACTIVE PARTICIPATION

Low Trust

High Trust





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TRUST IS THE FOUNDATION

CASE STUDY 1: Greenfield Airport: A Cultural Transformation

Mr. Satya SUBRAMANIAM
Vice President & Head Group Safety
Bangalore International Airport



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BROWNFIELD TO GREENFIELD @ BENGALURU, INDIA

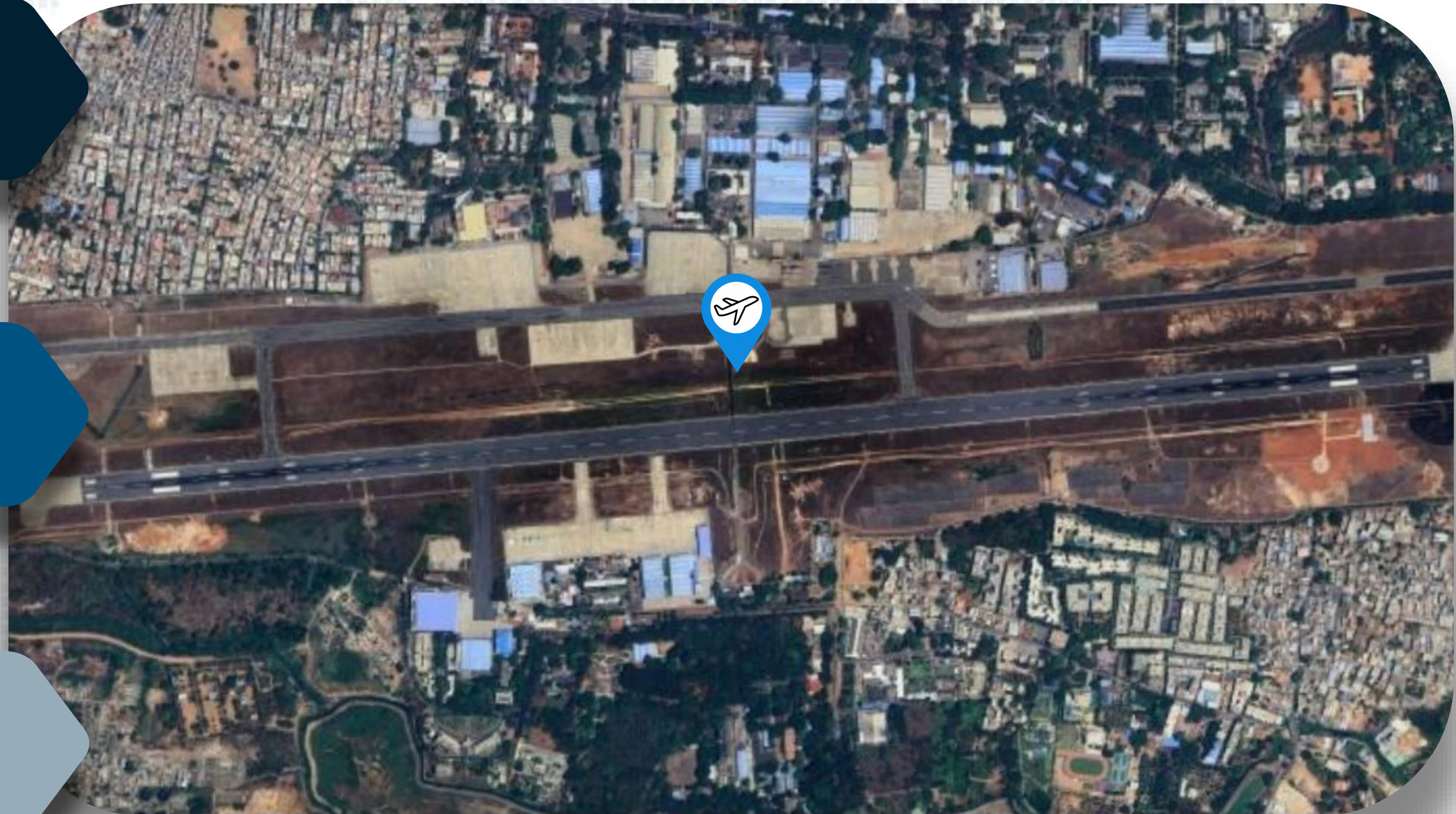


BROWNFIELD CHARECTRISTICS

GROWTH SATURATION

LACK OF OVERSIGHT

SILOS WORK CULTURE



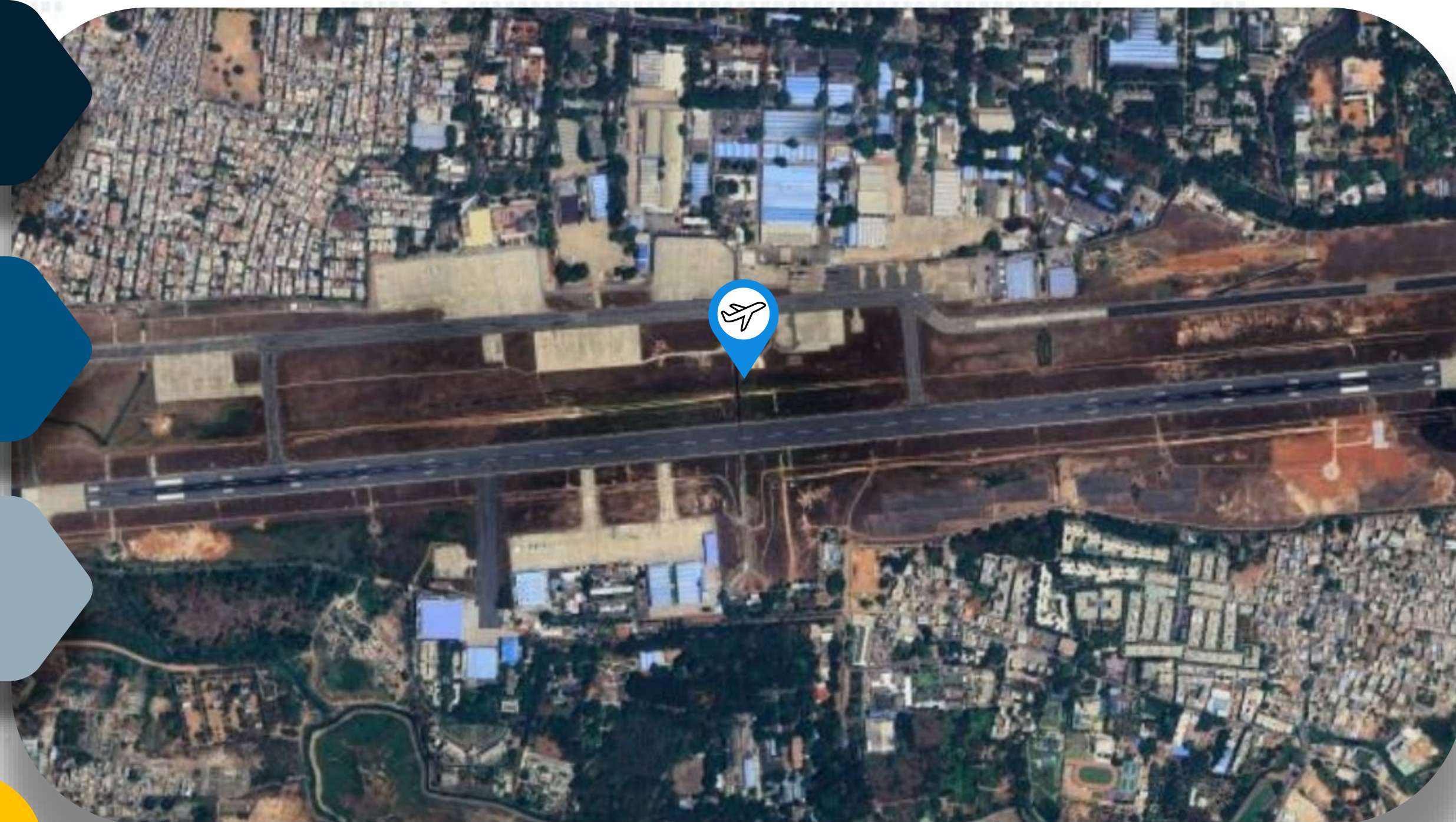
GREENFIELD EXPECTATIONS

BEST FACILITY

BEST PROCEDURES

BEST CULTURE

***“Do the Right Thing,
When No One is WATCHING”***



OUR APPROACH

MANUALS & PROCEDURES

- AIRSIDE SAFETY REGULATION
- AIRPORT EMERGENCY PLAN

SOPs & CHECKLIST

- TURNAROUN CHECKS
- GSE CHECKLIST

TRG & FAMILIARISATION

- TOP MANAGEMENT TRAINING
- TOPOGRAPHY FAMILIARIZATION



INFRASTRUCTURE

- THREE LANE SYSTEM
- MARS CONCEPT



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GREENFIELD DREAM COME TRUE



REALITY CHECK



**22 MAY 2008
CULTURAL SHOCK**

NO PPE

NO DISCIPLINE (RAMP)

MIGRATION OF PROCEDURES

NO FOD CHECKS

NO SPEED LIMIT

ANALYSIS

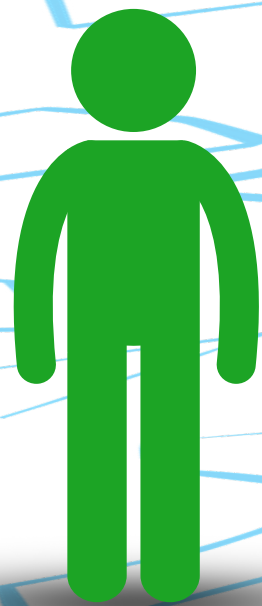


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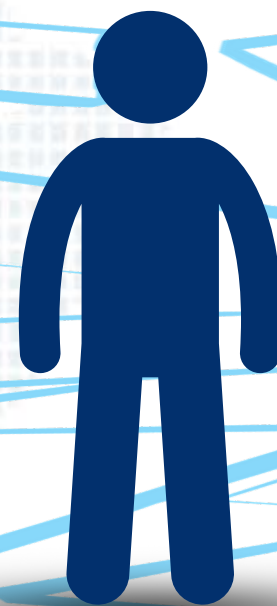
CULTURE influences **PEOPLE** Action
and reflects in **RESULT**.

EXPECTATION of Human **ADOPTING** to Greenfield
culture **OVERNIGHT**.

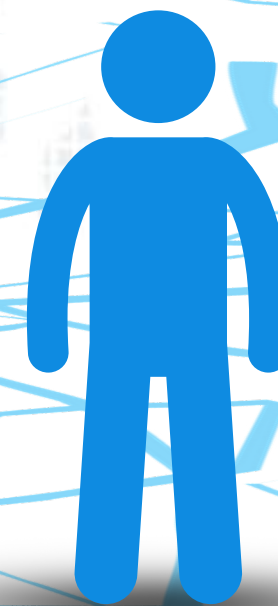
Early Adopters



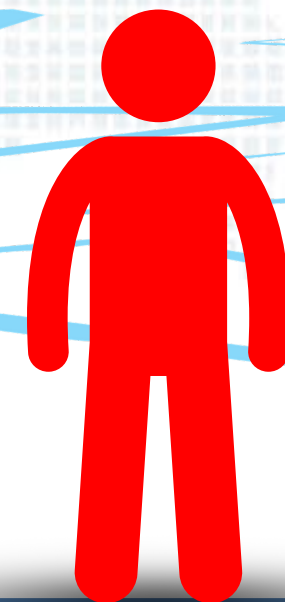
Early Majority



Late Majority



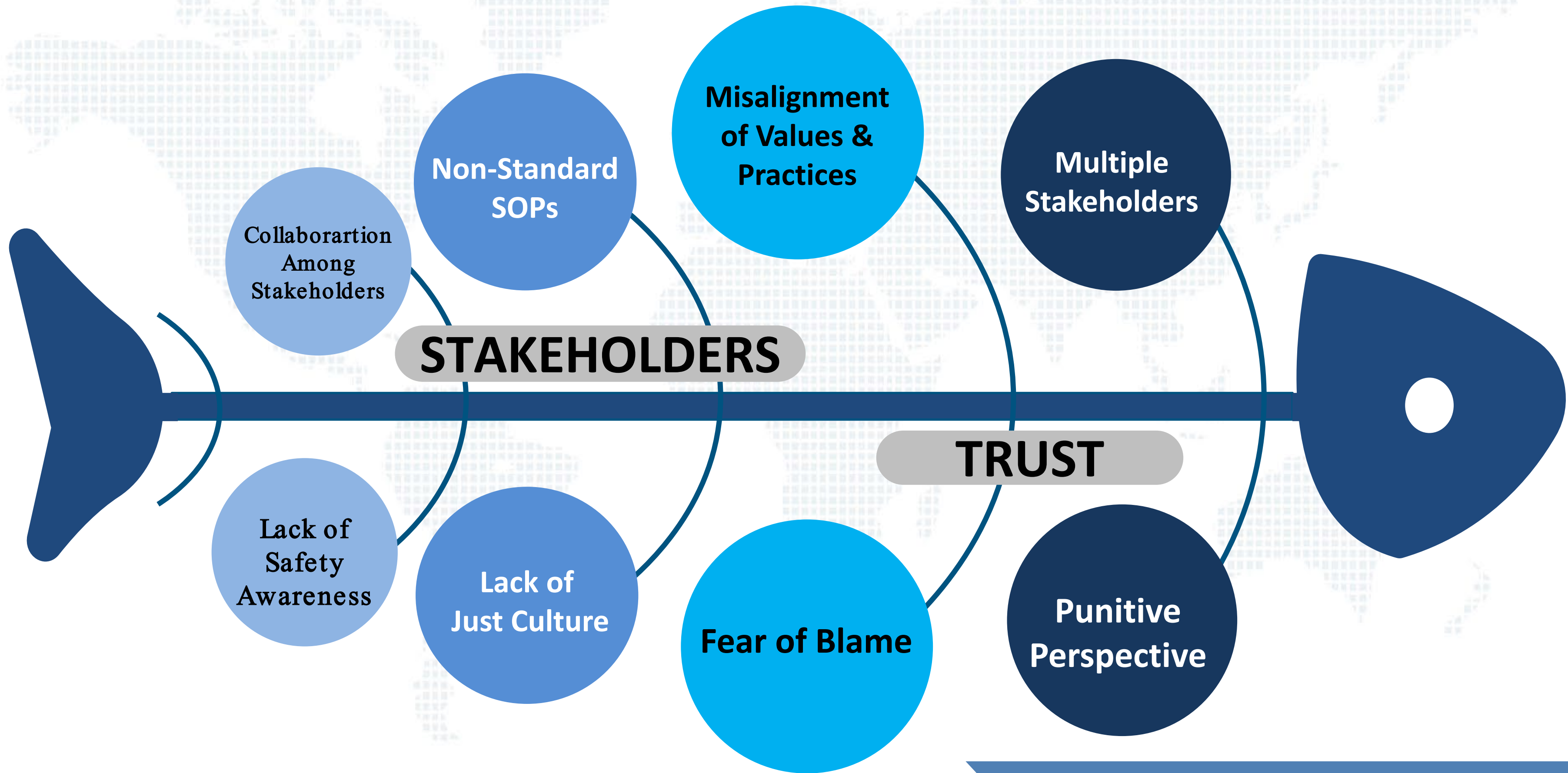
Laggards



ANALYSIS



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How Did We Tackle?



How Did We Tackle?

- **IMPLEMENT JUST CULTURE**
 - **SAFETY PROMOTION**
- **REWARD & RECOGNITION**

TRUST

Lack of
Safety
Awareness

Lack of
Just Culture

Fear of Blame

**Punitive
Perspective**

SAFETY AWARENESS PROGRAMS

01

FC

Induction & Onboarding Training

IC

Toolbox Talk & Feedback

LC

“Goal Zero” Program

LC

“Be Mindful” Program

INFORMED CULTURE

JUST CULTURE

REPORTING CULTURE

LEARNING CULTURE

FLEXIBLE CULTURE

COLLABORATION

02

IC

IC

RC

RC

FC

Joint Walkthroughs

Safety Ambassador & Buddy Program

Hazard Identification Task Group

Interaction with Top Management

**BEING
ENABLER**

INFORMED CULTURE

JUST CULTURE

REPORTING CULTURE

LEARNING CULTURE

FLEXIBLE CULTURE

IMPLEMENT JUST CULTURE

03

JC

Adopt “CULPABILITY MODEL”

JC

Non-Monetary Penalty Point System

RC

“Voluntary Safety Reporting”

INFORMED CULTURE

JUST CULTURE

REPORTING CULTURE

LEARNING CULTURE

FLEXIBLE CULTURE

SAFETY PROMOTION

04

IC

Safety Journal

IC

Posters & Flashers

IC

LC

Innovative Workshops

LC

Safety Skits

INFORMED CULTURE

JUST CULTURE

REPORTING CULTURE

LEARNING CULTURE

FLEXIBLE CULTURE

REWARD & RECOGNITION

05

JC

Safety Champions

JC

Spot Recognition

JC

Safety Contributors

INFORMED CULTURE

JUST CULTURE

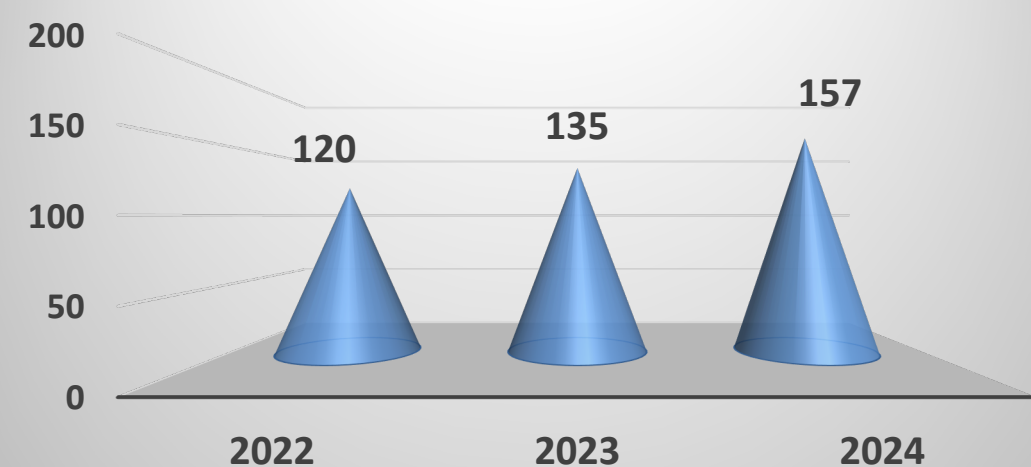
REPORTING CULTURE

LEARNING CULTURE

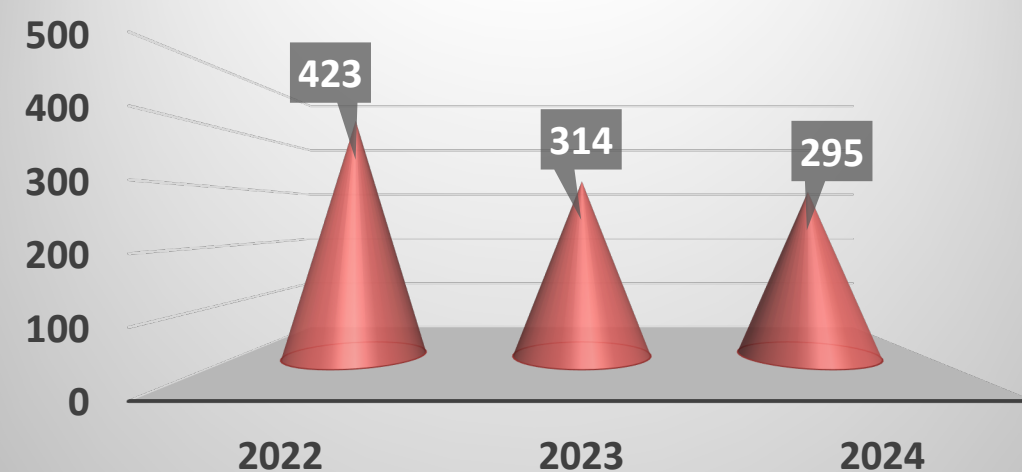
FLEXIBLE CULTURE

FACTS & FIGURES

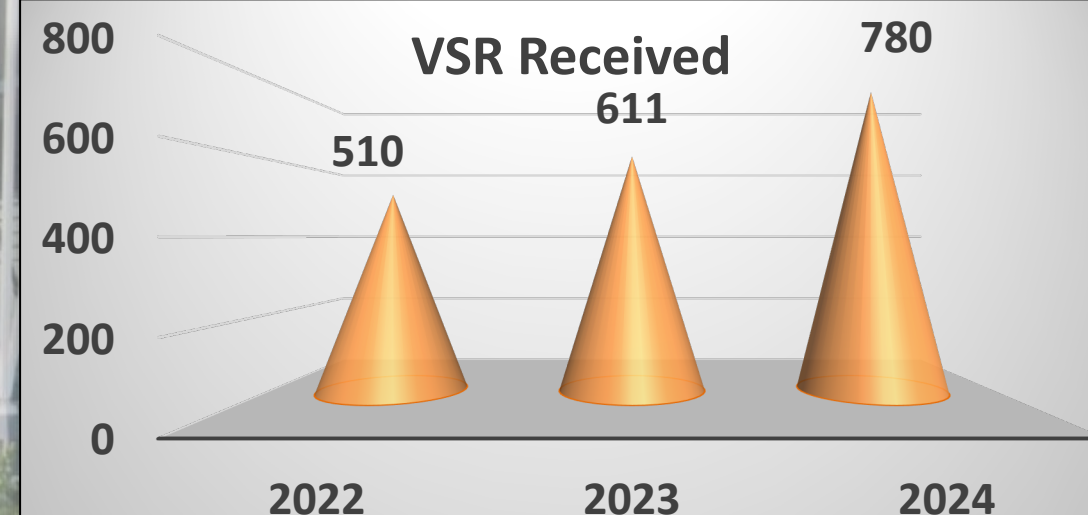
Unsafe Condition



FOD Retrieved



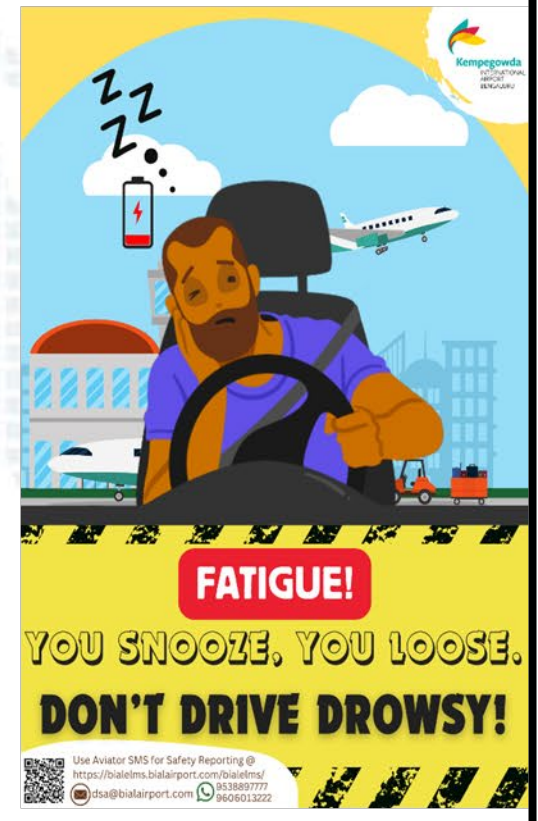
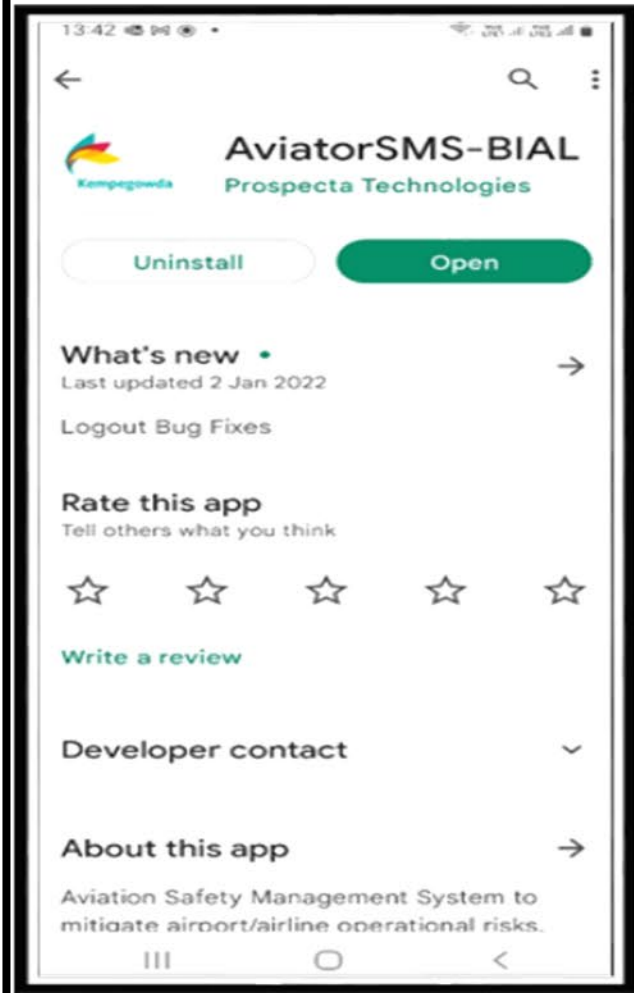
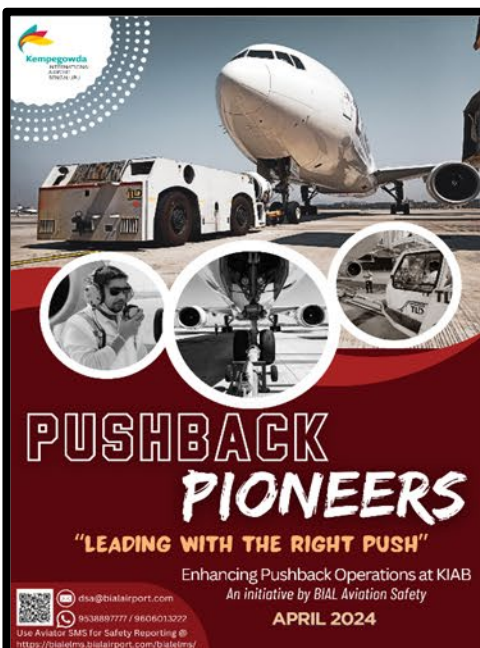
VSR Received





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WAY FORWARD



Automation

Gamification

Bite Learning

Maturity Matrix

THANK YOU



Session 8a Q&A CASE STUDY 1| Safety Culture Workshop

8

VOTES

+8

-0

Anonymous • 05 Feb 2025, 09:24 AM • Allowed • Answered

What are your future plans to sustain and strengthen safety culture at Greenfield?

Answer ratings

Good

☹️

0

☹️

0

😐

0

😊

1

😄

0

8

VOTES

+8

-0

Anonymous • 05 Feb 2025, 09:24 AM • Allowed • Answered

As aerodrome operator, how to collaborate with foreign operators for safety

Answer ratings

Very Good

☹️

0

☹️

0

😐

0

😊

0

😄

1

6

VOTES

+6

-0

Anonymous • 05 Feb 2025, 09:23 AM • Allowed • Answered

What is gamification ?

Answer ratings

Very Good

☹️

0

☹️

0

😐

0

😊

0

😄

1

5

VOTES

+5

-0

Anonymous • 05 Feb 2025, 09:23 AM • Allowed • Answered

If you were to do it again what would you do differently?

Answer ratings

Good

☹️

0

☹️

0

😐

0

😊

1

😄

0



CASE STUDY 2: Strengthening Safety Culture Post-Covid-19 Pandemic



Mr. Ruiyi ANG

Principal Manager (Safety Assurance)

Civil Aviation Authority of Singapore



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Ensuring a Safe Post-COVID-19 Recovery



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Key areas for strengthening safety culture

Robust Regulatory Regime

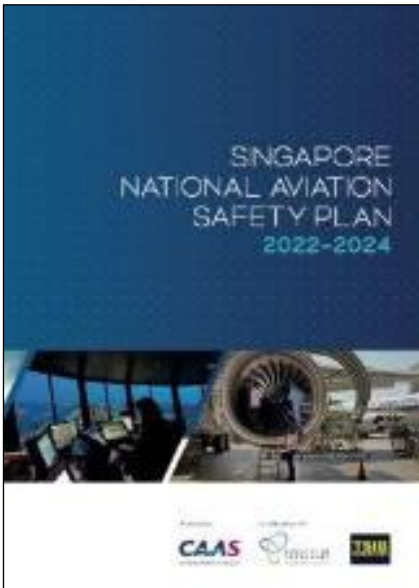


Strong Safety Leadership



Launch of First Safety Charter for Singapore Aviation Sector

Strong and Positive Safety Culture



Initiatives under ‘Strong Safety Leadership’



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Safety Leadership

Safety Culture

- Launched **first “Charter for a Strong and Positive Safety Culture in Singapore”** in 2022
 - Endorsed by ~100 aviation leaders, as a commitment to uphold safety standards and strengthen safety culture
- Organised **annual Aviation Safety Forums** to bring our aviation community leadership together to discuss and address pertinent issues in aviation safety
 - 2022: “Building Collective Resilience in Aviation Safety” (reviving air travel)
 - 2023: “Safety is Culture”
 - 2024: “Safeguarding Runway Operations”
- Launched **inaugural Asia-Pacific Aviation Safety Summit (AP-SAS)** in 2023
 - Jointly-organised annually with Flight Safety Foundation to discuss key aviation safety issues for the region with government and industry leaders
 - 2023: “Rethinking Safety, Strengthening Aviation”
 - 2024: “Shaping Safety Excellence: A Human-Focused Approach”



Initiatives under ‘Strong and Positive Safety Culture’



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Safety Leadership

Safety Culture

- Conducted Singapore’s **first longitudinal aviation sector-wide safety culture survey** in Apr 2023
 - Conducted biennially to systematically monitor and strengthen aviation safety culture in SG as air travel grows
 - Comprehensive & wide-ranging, completed by ~4,000 pax from ~400 companies
 - Based on Singapore Aviation Safety Culture Framework developed for this purpose
- Discussed survey results and exchanged perspectives with industry/experts at **Aviation Safety Forum “Safety is Culture”** in Aug 2023
 - Further communicated domain-specific results at CAAS Safety Series seminars and other meetings in Oct 2023
- Conducted **deep-dive safety culture focus groups with industry stakeholders** in Jan-Feb 2024
 - To better understand underlying issues from survey and develop initiatives to strengthen safety culture
- Published **first Handbook on Aviation Safety Culture** for our industry in Jun 2024
 - Tailored to Singapore’s operating context, comprising best practices, do’s and don’ts



Singapore Aviation Safety Culture Framework



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SINGAPORE AVIATION SAFETY CULTURE FRAMEWORK



SOCIO-CULTURAL FACTORS

HIERARCHY

COHESION

CONTROL

ACHIEVEMENT

Safety Culture Dimensions

- **Commitment:** Extent to which a person/organisation adopts and demonstrates a positive attitude towards safety and recognises the importance of safety
- **Trust:** Extent to which a person/organisation trusts that the motivations and actions of others are in good faith, and with a view towards improving safety
- **Communication:** Extent to which information is shared with and disseminated within and across organisations so that people are engaged and informed about safety issues
- **Awareness:** Extent to which a person/organisation is aware of the safety risks impacting themselves and others
- **Improvement:** Extent to which a person/organisation is willing to learn from past experiences and experience of others, and takes action to improve safety

Socio-cultural Factors

- **Hierarchy:** Degree to which power is distributed between those in-charge and subordinates
- **Cohesion:** Degree to which action is taken for the benefit of individuals versus that of the group
- **Control:** Degree to which people prefer structure and certainty, versus flexibility and improvisation
- **Achievement:** Degree to which people focus on the outcomes versus the means to achieve the outcomes

Initiatives under Strong and Positive Safety Culture (Continued)



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Safety Leadership

Safety Culture

- Published **articles on safety culture and voluntary safety reporting** in CAAS' safety publication for industry
 - "The Leading Edge" reaches ~12,000 subscribers & CAAS approval/licence holders fortnightly
 - Comprises contributions from CAAS officers as well as industry/subject matter experts
- Ramped up **direct outreach efforts to ground/operational workers and unions** to promote safety mindset and voluntary reporting (Tell Sarah)
 - 50 sessions conducted Jul-Dec 2023, reaching ~1,400 workers
 - 80 sessions to be conducted in 2024, reaching ~2,400 workers
- Ongoing **bilateral/regional exchanges on experiences/good practices** in fostering safety culture and voluntary reporting
 - e.g. Singapore-Thailand Dialogue, RASG-APAC/12 2022, Tripartite Singapore delegation study visit to Japan Nov 2024, EU-Asia Pacific Safety Promotion Workshop Nov 2024



Engagement of Unions on Tell Sarah



Direct Outreach to Airside Workers



Tripartite Singapore delegation study visit to Japan

Monitoring the Effectiveness of Our Safety Promotion Activities



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Promotion Efforts

- Activities, articles, events

Reach & Awareness

- Attendees, recipients, impressions

Effectiveness

- Satisfaction ratings, feedback

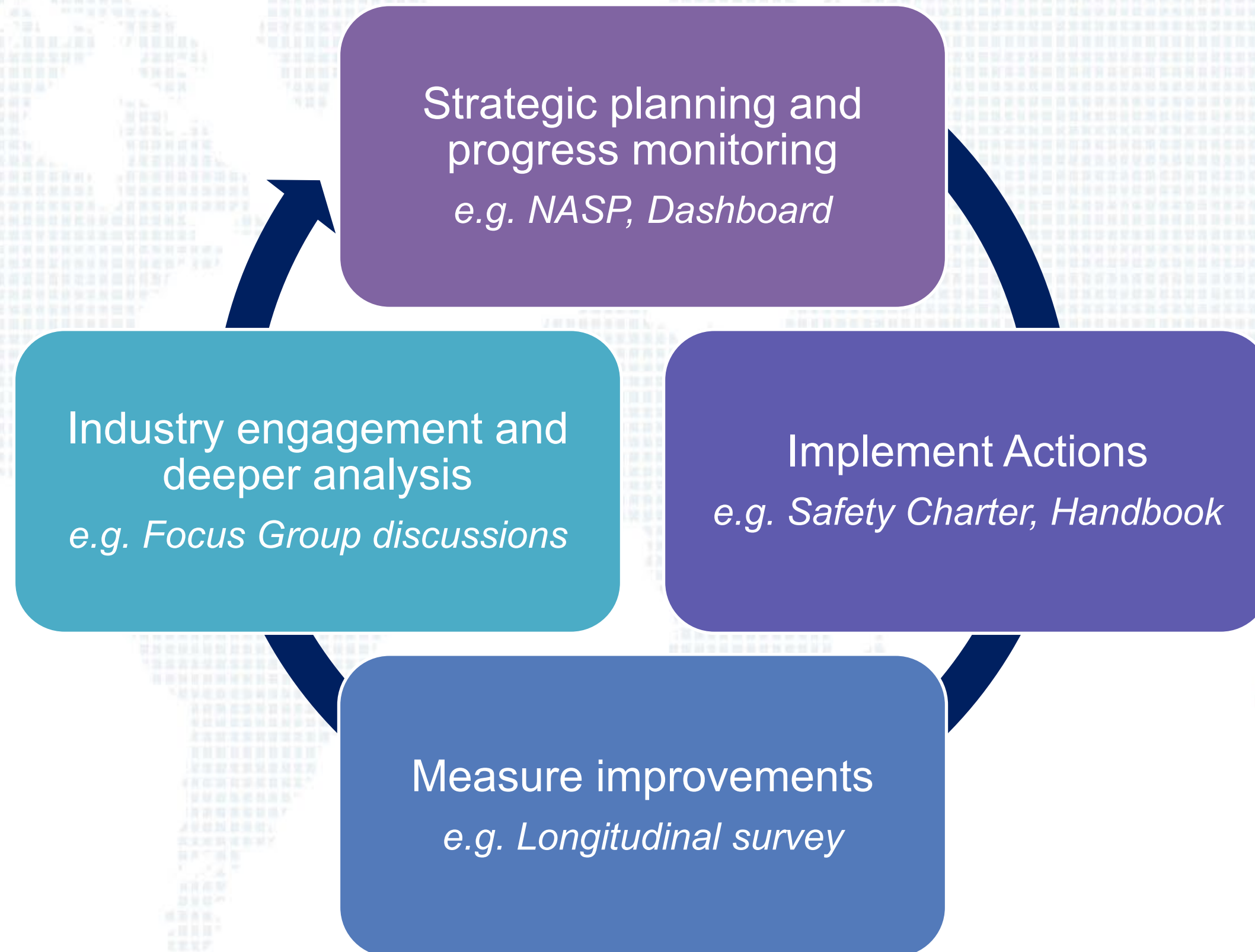
Safety Promotion Dashboard



Transforming Today's Insights into Tomorrow's Strategies



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Session 8a Q&A CASE STUDY 2 | Safety Culture Workshop

22
VOTES

+22

-0

Anonymous • 05 Feb 2025, 09:49 AM • Allowed • Answered

how to deal with Lack of leadership support in just culture?

Answer ratings Very Good

☹️

0

☹️

0

😐

0

😊

1

😄

3

21
VOTES

+21

-0

Anonymous • 05 Feb 2025, 09:48 AM • Allowed

You have problems that communication only stops at mid managemnt and not go to operational level. How do you ensure safety culture goes down and not hindered by mngmt focused on service kpi values?

3
VOTES

+3

-0

SK • 05 Feb 2025, 09:48 AM • Allowed

What where some of the challenges faced during the development of the handbook?



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Every interaction with every person is a “moment of trust”

TEA BREAK
Sponsored by

AEROTHAI





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***“Addressing Annex 19 Implementation Challenges
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SESSION 8b | Safety Culture Workshop



Mr. Adrian Abraham

Regional Safety Director -
Southeast Asia

Airbus

Moderator



Mr. John Wennes

Safety Programme
Manager

CANSO



Mr. Mitch Fox

Director APAC Centre for
Aviation Safety

Flight Safety Foundation



Ms. Yamani Chan

Senior Operations Officer
(Strategic Safety)

HKCAD



**Ms. Patchara
Kongthanasarasith**

Aviation Safety
Management and
Standards Assurance
Officer

CAAT



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Advancing Safety Through Exchange and Promotion of a Positive Safety Culture Session 8b



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AGENDA

Introduction

Just and Reporting Culture Panel Discussion

Learning Culture Panel Discussion

Flexible Culture Panel Discussion

Informed Culture Panel Discussion

Q & A

Session Wrap Up

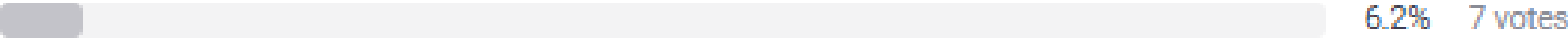
Safety Culture is like air....

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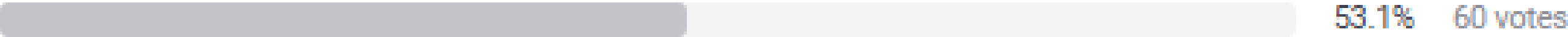


What is the safety culture “air quality” in your organization?

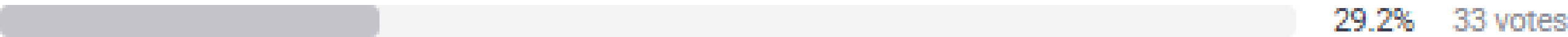
Not Clear



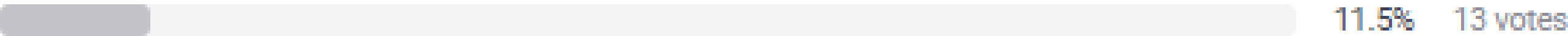
Somewhat Clear



Mostly Clear



Clear





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Indifference of Accountable Person

negative feedback cost effective

witch hunting Encourage

Cherry picking Oh god Legislation

Misunderstood Not being heard

Poppin Repercussion

penalty free Good SMs Ignorance

blame

Ignored Nothing Shame

Liar Bad Leadership

Not my job Safety

penalty fault Punishment

Motivation No time Afraid to talk

consequences Management

fear Busy Bias

Taleteller Change

Protection no response

Troublesome to report

Toxic Arguments intermediated

Indifference Dont care

go viral Judgement Lost the job

Confidence

verbal penalty

Motivation, Ignorance

report the unsafe act



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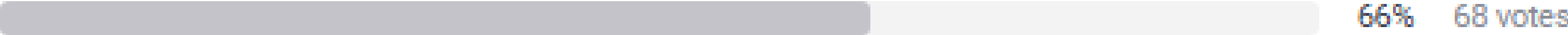


Just and Reporting Culture

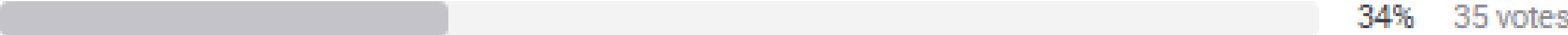


Which Learning Culture aspect needs the most improvement in your organization?

Fostering a culture of learning and continuous improvement at the individual, team, and organizational levels.



Demonstrating that changes are made based on lessons learned from reported safety data.





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Learning Culture





In Cooperation with:

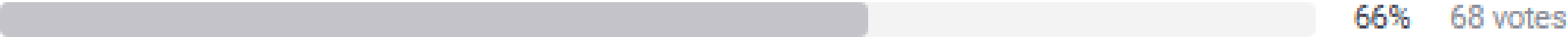
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Flexible Culture

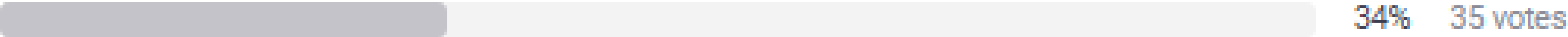


Which Learning Culture aspect needs the most improvement in your organization?

Fostering a culture of learning and continuous improvement at the individual, team, and organizational levels.



Demonstrating that changes are made based on lessons learned from reported safety data.





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Informed Culture



Session 8b Q&A | Safety Culture Workshop

14
VOTES

+14

-0

Anonymous • 05 Feb 2025, 11:12 AM • Allowed • Answered

what is the significant challenges to Flexible culture?



8
VOTES

+8

-0

Anonymous • 05 Feb 2025, 11:04 AM • Allowed • Answered

Q to Mitch: What are some SPIs that one can deploy in their annua Safety Culture Survey to measure one's own Safety Culture levels (Toxic/ Minimal/ Compliant/ Health/ Mature?)



7
VOTES

+7

-0

Anonymous • 05 Feb 2025, 10:59 AM • Allowed • Answered

Safety culture within some organizations can create safety Biases, how can one overcome this way of thinking?



5
VOTES

+5

-0

Anonymous • 05 Feb 2025, 11:09 AM • Allowed • Answered

How to deal with reporter actions, if the reporter action deviate from the established procedures when dealing with hazards or occurrences?



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LUNCH

