



WELCOME



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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 9 | Leader Behaviors and Building Trust for Safety Culture



Mr. Bennet Walsh

Senior Vice President

Korean Airlines

Moderator



Captain Md Jani Bin Md Dom

Deputy Chief Executive
Officer (Regulatory
Affairs)

Civil Aviation Authority
of Malaysia



Mr. Maneesh Kumar

Joint Director General

India Directorate
General of Civil Aviation



Mr. Benjamin Scheidel

Group Director
Airframe Services

HAECO HK

ICAO Safety Management Seminar Session 9: Leader Behaviors and Building Trust for Safety Culture



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– Open Forum

Session 9 – Abstract/Team



“You can learn or blame, but you can’t do both.”
Leaders are the architects of organizational culture. This Session will share their challenges and success stories about leading by example and modelling behaviors that build trust and sustain a just culture.



Moderator: Mr. Bennet Walsh, Senior VP of Korean Airlines

Panel Members:

1. Captain Md Jani bin Md Dom, Deputy Chief Executive Officer (Regulatory Affairs) of CAAM
2. Mr. Maneesh Kumar, Joint DG of India DGCA
3. Mr. Benjamin Scheidel, Group Director Airframe Services of HAECO HK



SAFETY CULTURE EXISTS WITHIN AN ECOSYSTEM

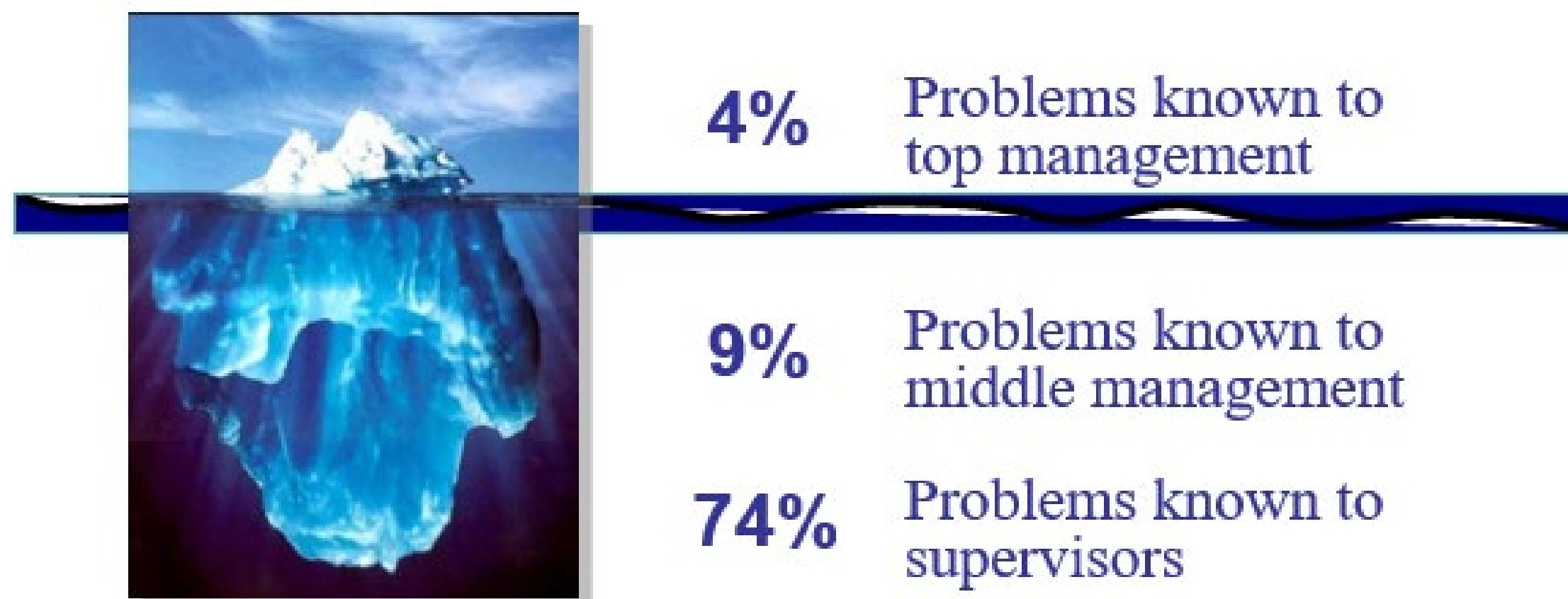
Leadership: All leaders must take safety seriously and model safe behaviors for employees. This encourages buy-in from all employees



People Create Safety.... Trust is KEY !



Trust Lowers the Water Line





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Panelist Opening Remarks

Panel Members:

1. Captain Md Jani Bin Md Dom
2. Mr. Maneesh Kumar
3. Mr. Benjamin Scheidel

Session 9 Word Cloud 1| Safety Culture Workshop

From your perspective (i.e. regulator or industry member) what leadership behaviors are most important for a healthy safety culture?

workdivision
Compassion Decentralization
Eximplify Trustworthiness
Consistent Engagement Demonstrating Loyalty
Patience understanding Responsibility
integrity openness Understand
Clarity Enabler Authenticity Flexible **Trust** Proactive adaptable
Accountability Accessible Dynamic
concise commitment Fairness Responsibilities
Care Regulator JUST
Inspiring Transparency Perspective
Promotion Supportive Empowerment Dictatorship
Action Communication acceptance Change
advocate Interest Listening Obligations
powerconsolidation

Session 9 Word Cloud 2| Safety Culture Workshop

What are some of the negative leadership behaviors you have witnessed which do not support a positive safety culture?



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Panel Discussion

Panel Members:

1. Captain Md Jani Bin Md Dom
2. Mr. Maneesh Kumar
3. Mr. Benjamin Scheidel

Session 9 Q&A| Safety Culture Workshop

29

VOTES

+29

-0

Anonymous • 05 Feb 2025, 01:16 PM • Allowed • Answered

how can the regulator become nonpunitive and ensure positive safety culture

Answer ratings Very Good

☹️

0

😞

0

😐

1

🙂

2

😊

2

18

VOTES

+18

-0

Avijit Moitra • 05 Feb 2025, 01:57 PM • Allowed • Answered

how to deal when your Top Management is not fully aware of the safety regulations and blame all safety issues to u.

Answer ratings Good

☹️

0

😞

0

😐

0

🙂

1

😊

0

17

VOTES

+17

-0

Anonymous • 05 Feb 2025, 01:50 PM • Allowed • Answered

If you have to choose only one, which do you think must come first? Frontline employees' will to embrace safety culture or proper protection from their authorities and management?

Answer ratings Good

☹️

0

😞

0

😐

0

🙂

4

😊

1

11

VOTES

+11

-0

Kiran Kafle • 05 Feb 2025, 01:17 PM • Allowed • Answered

How we can use safety culture to reduce the shortcuts, rule-bending or cultural violation ?

Answer ratings Good

☹️

0

😞

0

😐

0

🙂

1

😊

0

3

VOTES

+3

-0

Anonymous • 05 Feb 2025, 01:56 PM • Allowed • Answered

How do you address safety culture when you have very different work groups?

No answer ratings



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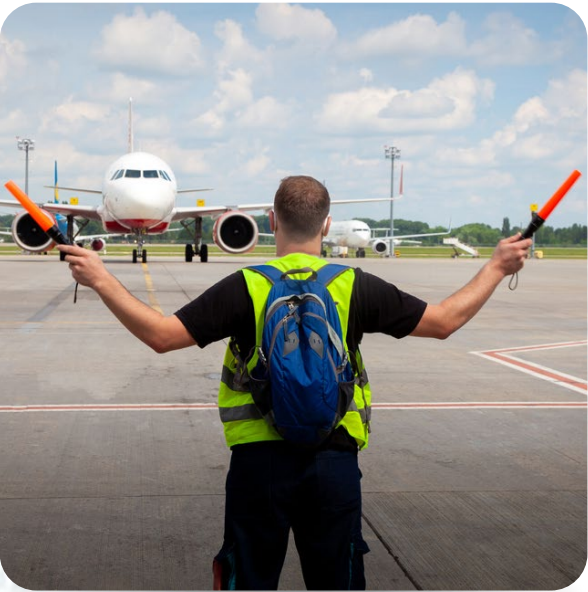
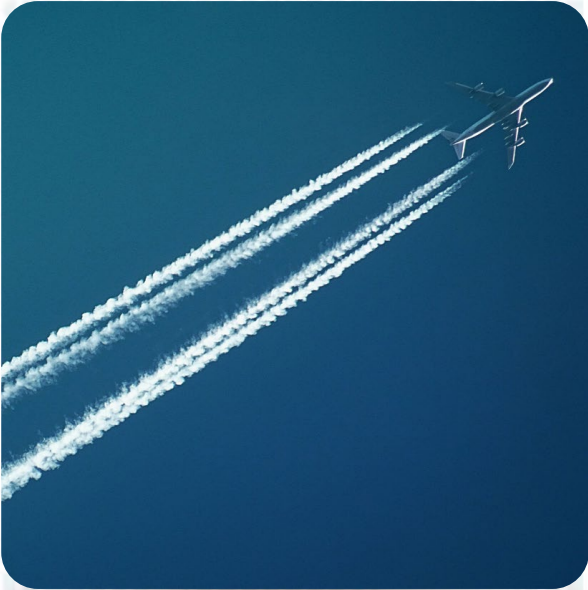




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THANK YOU



CRUISE			
ENG	F. USED	KG	3670
	7340		
17.2	OIL	OT	16.2
1.0	VIB	N1	0.2
0.6	N2		0.3
0.2	N3		0.4
AIR			
LDG ELEV AUTO			
AP 8.6 PSI			
CKPT	FWD	MID	AFT
22	24	23	23
	25	24	
TAT	-26	°	
SAT	-54	°	
	02	H	55



TEA BREAK

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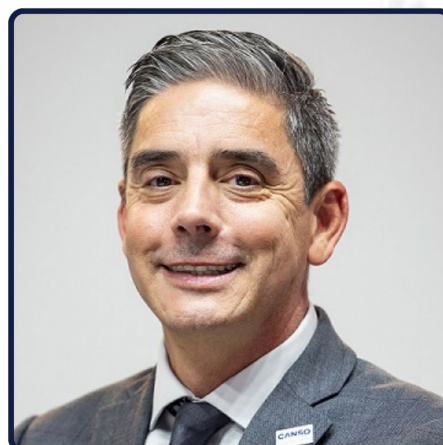
***“Addressing Annex 19 Implementation Challenges
and Promoting a Positive Safety Culture Together!”***

SESSION 10 | Tools for Advancing Safety Culture



Captain Md Jani Bin Md Dom

Deputy Chief Executive
Officer (Regulatory
Affairs)
**Civil Aviation Authority
of Malaysia**



Mr. John Wennes

Safety Programme
Manager
CANSO



Mr. Mitch Fox

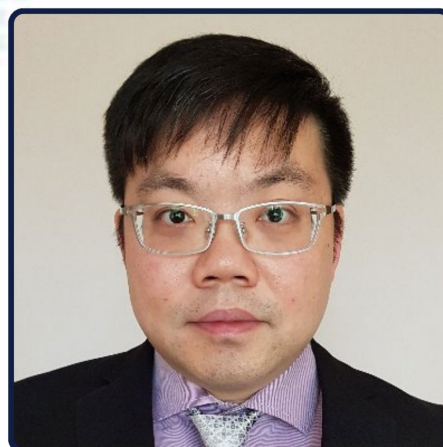
Director APAC Centre for
Aviation Safety
Flight Safety Foundation



Mr. Bennet Walsh

Senior Vice President
Korean Airlines

Moderator



Mr. Ruiyi Ang

Principal Manager (Safety
Assurance)
CAAS



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Tools for Advancing Safety Culture



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Agenda

Part I: Understand Your Organization's Safety Culture (15-20 mins)

Part II: Improving Safety Culture (35-40 mins)



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Your Safety Culture: Present and Future

A simple equation to describe complex work:

$$D - A = C$$

(Your Desired Safety Culture) – (Your Actual Safety Culture) =
The Change You Need to Achieve

Your Desired Safety Culture

- How Do You Define a Positive Safety Culture?
- Decide What Elements Must Be Present
- Choose a Framework
- Measure Against the Framework





Understand Your Organization's Safety Culture



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Reflect on Your Safety Culture

- Reflect on your organization and the health of its safety culture
- How can you more fully assess your safety culture quality?





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Review: Improving Safety Culture

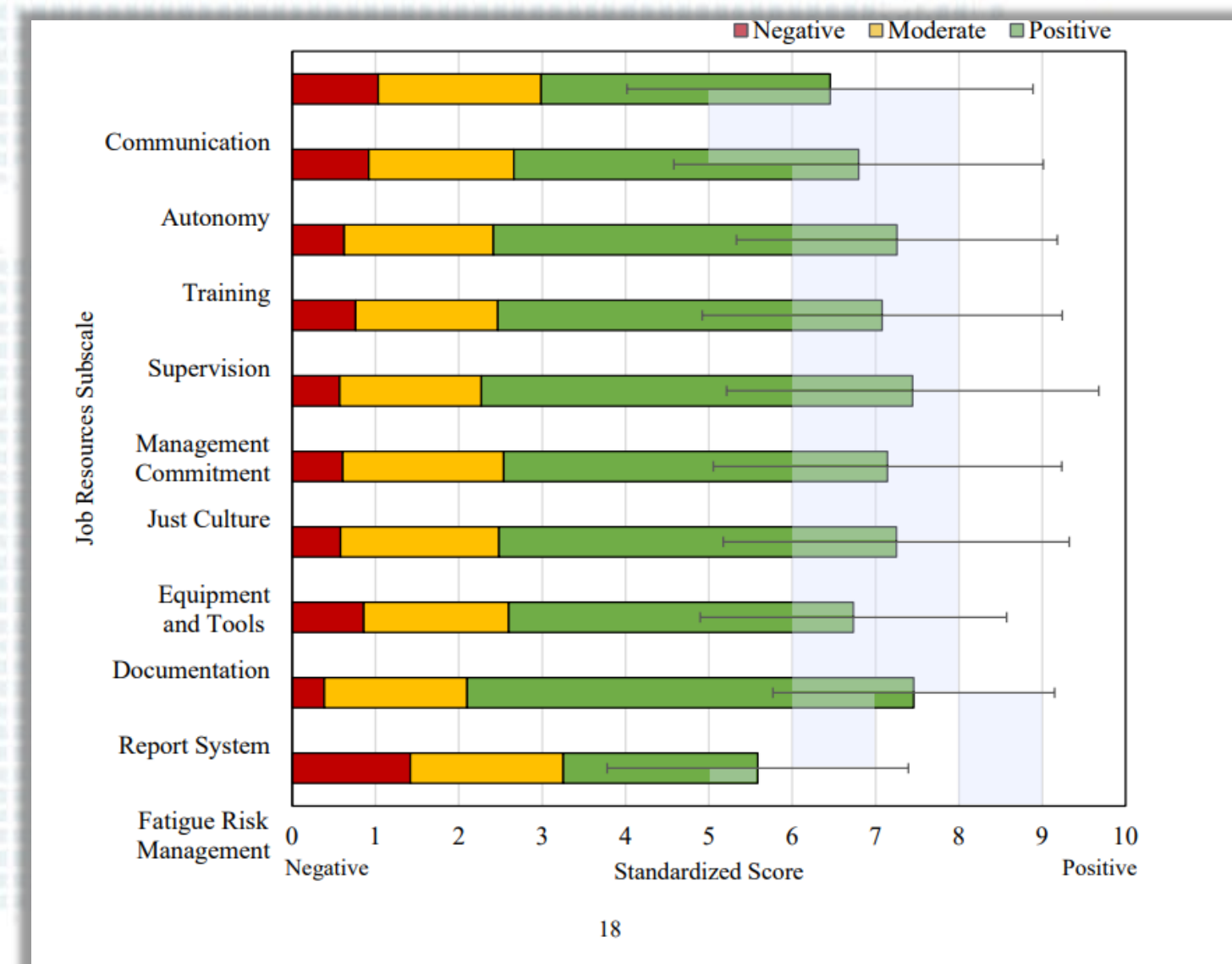
A simple equation to describe complex work:

$$D - A = C$$

(Your Desired Safety Culture) – (Your Actual Safety Culture) =
The Change You Need to Achieve

Understanding Your Actual Safety Culture

- Safety Reports
- Accidents, Incidents, Near-Misses
- Employee Feedback
 - Survey Results
 - Feedback from Discussions
- Process Indicators
 - Safety Management System
- Organizational Indicators
 - Resources, Priorities, Structures



From [Validation of the FAA Maintenance Safety Culture Assessment and Improvement Tool](#)

Demand for Safety Culture Assessment



Drivers of Safety Culture Assessment

- Leadership commitment
- Safety incidents, reports, or other challenges
- Media reporting, public perception
- Congressional or regulatory influence



Methods to Measure Safety Culture

- Survey
- Site Assessment
- Voluntary Safety Reporting
- Focus Groups or Interviews
- Integrated Measurement Model
- Other

Panel Discussion

What method(s) has your organization used to measure safety culture?

- Survey
- Site Assessment
- Voluntary Safety Reporting
- Focus Groups or Interviews
- Integrated Measurement Model
- Other



Improving Safety Culture



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Improving Safety Culture

A simple equation to describe complex work:

$$D - A = C$$

(Your Desired Safety Culture) – (Your Actual Safety Culture) =
The Change You Need to Achieve

Continuous Improvement Journey

Near-Term Actions	Long-Term Culture Change
☐ Change a process , like an operations process to allow more time or focus on safety	Leadership commitment
☐ Create a policy , like one that requires a staff survey on safety culture	Resource and strategy alignment
☐ Hold managers accountable to welcoming and addressing staff safety concerns without punishment	Involve people at all levels and locations
☐ Add needed safety jobs to your staff to put more of your resources into safety	Communicate constantly, multi-directional
☐ Train your employees , such as on identifying hazards and preventing accidents	Continuously measure and improve

Improving your safety culture is a journey, not a destination



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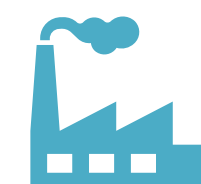
How to Improve Your Just Culture: An Example Scenario

Imagine that your organization conducted a safety culture survey, and your employees said:

Individuals in your organization do not follow required safety standards



Leaders do not appear to prioritize safety before production



Individuals do not feel free to ask questions about any issue



Panel Discussion

Individuals in this example organization are not following required safety standards. How would you get them to change their behaviors?

Peer mentoring?

Corrective action plans?

Promotion?

Other? Process improvement?

Leader commitment?

Employee
removal?

Training?

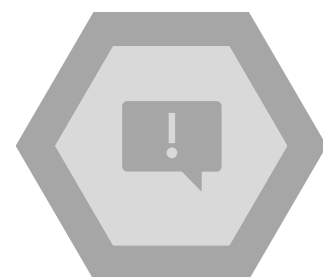
Coaching
?

Policy improvement?

Punishment?



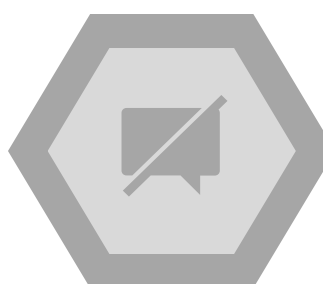
Panel Discussion



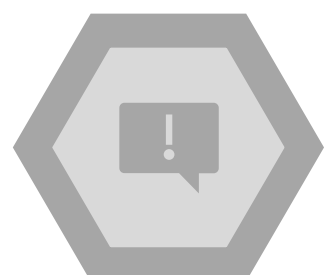
Think about how you've seen leaders prioritize safety.



What can leaders in this example organization do to put safety before production? How do you move beyond words and into implementation?



Poll Question



Think about the example scenario in today's discussion about “speak up culture” and how employees report that they do not feel free to ask questions about any issue.



How can we promote this behavior at an organization and system level?

11
VOTES

Noman Khan • 5 Feb 2025, 15:08 • Allowed

& Recognitions n Rewards with celebration employee empowerment as well as punishment on investigation. The tool may includes Software, Mobile App & S/Dashboard available for all including Top Mgt. 2/2

5
VOTES

Anonymous • 5 Feb 2025, 15:22 • Allowed

Prioritize open communication, employee engagement, visible leadership and training.

2
VOTES

Noman Khan • 5 Feb 2025, 15:03 • Allowed

A multi-faceted approach with the same basics of SMS required. I.e Leadership Commitment with accountability, Involving Employees of all levels. Using OPEN Safety Communication (all pos means) 1/2

1 Comment





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Poll Question

Think about how the actions the panelists and attendees discussed support improving the just culture of the example organization.

Looking to our real organizations operating in the APAC region, and the challenges discussed earlier today, **what one improvement would you start with that would have a positive effect on safety culture across our region?**

Session 10 POLL 2 | Tools for Advancing Safety Culture

13

VOTES

SK • 5 Feb 2025, 15:42 • Allowed

Regular Seminars, workshops and meetings between regulators and stakeholders.

1 Comment

3

VOTES

anonymous • 5 Feb 2025, 15:47 • Allowed

create more awareness on what a positive safety culture is, and build on the foundation elements

2

VOTES

Anonymous • 5 Feb 2025, 15:30 • Allowed

Regular consultation and meeting.

2

VOTES

Anonymous • 5 Feb 2025, 15:48 • Allowed

Open reporting with validation and sharing of best practices. Regulators must be well trained as well so they are aligned with Operators.

1

VOTE

Anonymous • 5 Feb 2025, 15:47 • Allowed

Genuine commitment to a just culture approach.

1

VOTE

Anonymous • 5 Feb 2025, 15:47 • Allowed

The mentality of the leadership

1

VOTE

Anonymous • 5 Feb 2025, 15:48 • Allowed

Is there a mechanism to review the condition of over regulation by regulators.

1

VOTE

Anonymous • 5 Feb 2025, 15:48 • Allowed

sharing of industry wide reports to increase confidence in stakeholders/ line workers to raise similar report

0

VOTES

Anonymous • 5 Feb 2025, 15:47 • Allowed

Safety survey and feedback analysis



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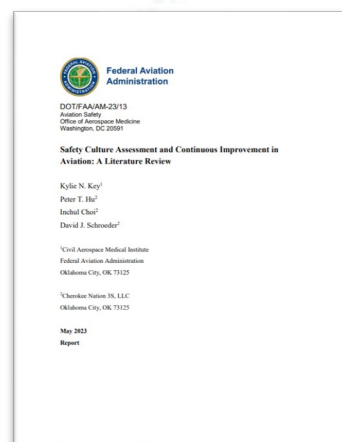




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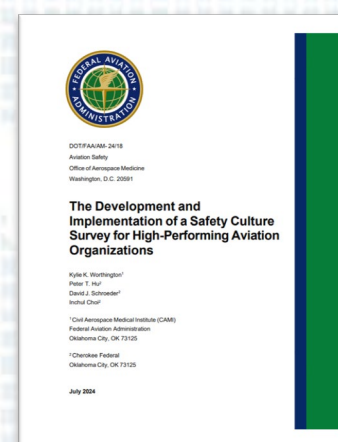


Tools for Advancing Safety Culture



[Safety Culture Assessment and Continuous Improvement in Aviation: A Literature Review](#) (FAA)

- Literature review provides understanding of safety culture, identifies outcomes to include in assessments, provides theoretical frameworks, and summarizes intervention strategies.



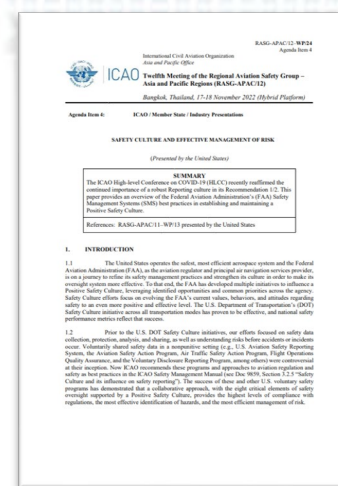
[The Development and Implementation of a Safety Culture Survey for High-Performing Aviation Organizations](#) (FAA)

- Outlines the process and methodology used for developing a safety culture survey and its use in an FAA Line of Business. Includes discussion of survey administration best practices and follow-up.



[Safety Culture Definition and Enhancement Process](#) (CANSO)

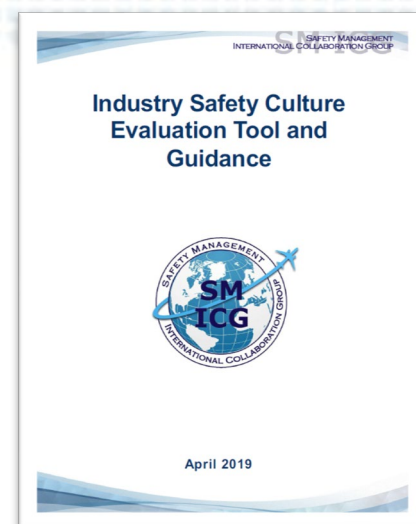
- Describes 8 key elements of safety culture and a framework for evaluating and enhancing it across an organization.



[Safety Culture and Effective Management of Risk](#) (ICAO RASG-APAC/12)

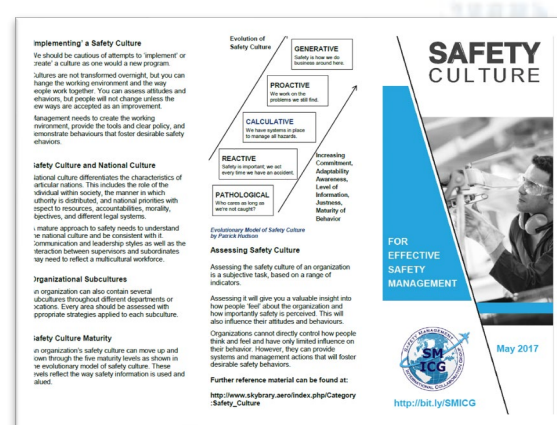
- Provides an overview of the FAA's Safety Management Systems (SMS) best practices in establishing and maintaining a positive safety culture.

Tools for Advancing Safety Culture



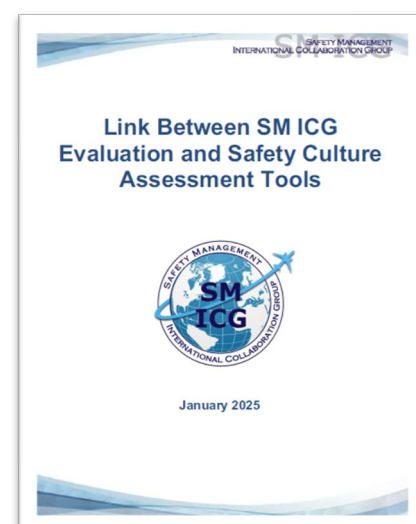
[Industry Safety Culture Evaluation Tool and Guidance](#)

- Assists Authority inspectors in identifying cultural issues during oversight activities, supporting SMS assessments with a qualitative evaluation of organisational safety culture.
- Provides regulatory inspectors with a framework to recognise and assess safety culture maturity levels, whilst acknowledging potential perception differences between management and workforce.



[Safety Culture for Effective Safety Management](#)

- Discusses safety culture and its relationship to safety reporting, informed decision making, and organizational behaviors.
- Describes safety culture "implementation," safety culture maturity, and assessing safety culture.



[Link Between SM ICG Evaluation and Safety Culture Assessment Tools](#)

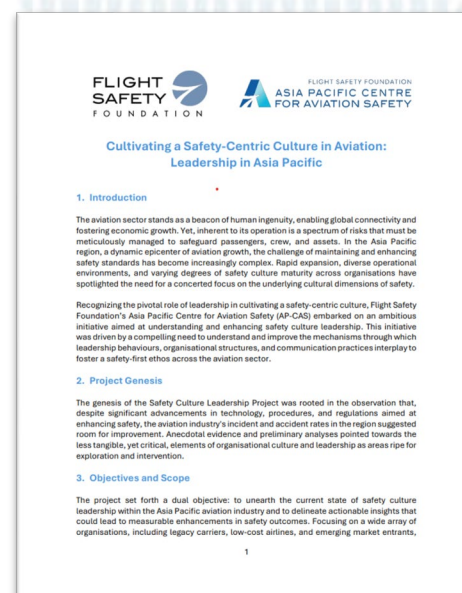
- Establishes links between safety culture statements in the SM ICG SMS Evaluation Tool and safety culture aspects from the abovementioned two documents.
- Provides a structured framework for evaluating an organisation's safety culture based on six high-level characteristics, ultimately facilitating a comprehensive evaluation and improvement of safety practices.



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Tools for Advancing Safety Culture



[Cultivating a Safety-Centric Culture in Aviation: Leadership in Asia Pacific](#) (Flight Safety Foundation)

- Focuses on unearthing the current state of safety culture leadership within the Asia Pacific aviation industry
- Describes actionable insights that could lead to measurable enhancements in safety outcomes



[CAAS Handbook on Aviation Safety Culture](#) (Civil Aviation Authority of Singapore)

- Draws insights from the CAAS safety culture survey as well as subsequent focus group sessions with management and operational personnel to provide information on safety culture within Singapore's operating context.



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Thank You

Wrap-Up Summary of Discussion Points and Key Takeaways

MICHELLE LOW

Principal, Global Regulatory & ICAO Strategy
Boeing



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Closing Remarks

MITCH FOX

Director, Asia Pacific Centre for Aviation Safety
Flight Safety Foundation



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If we were to deliver another event in the future, please tell us one thing you would like to be included?

SafetyLeadersForum
RiskManagement Food
BestPracticeSharing Effective
benchmarking meeting LeadershipSkill Grouptasks
You Quiz Collaboration MeAlso
Reallifeinfo CaseStudy Variety Verbalinteraction
seminar Me Failures
discussion Safetyintelligence
Practical-implementation
Executive-level Scenario MeToo Sharings
Exercises Casestudies Customizing
Practicaexamples Breakout-groups Workshops
Buffet TableTop Example
Personalintraction
Discussion(audiences)



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