



SMS Development in a Dynamic Environment

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SMS – Management of Change

- A formal process for systematic and proactive identification of hazards and of appropriate mitigation strategies and measures, to be applied to all changes concerning the safety of services provided by an aviation organization.
- Management of Change is a fundamental process in managing the constant changes in the aviation industry.



Change Management Concept

The application of a structured process and set of tools for leading the people side of change to achieve a desired outcome” (Prosci, 2022)



Goal - to help those impacted by the change to make a successful transition to engage, adopt and use a change in the new operational environment



Change Management supports moving an organization from a current state (how things are done today, the normal operations, pre-pandemic) through a transition state to a desired future state (a state of continuous change)



Management of Change

Challenges in Managing Change

- The aviation industry is a complex, rapidly changing and developing industry with a multitude of challenges
- 2019: Successful year
- **2020: Unprecedented Challenges**
- Geopolitical tensions
- Signs of a weakening global economy
- Grounding of Boeing 737 MAX
- **Covid-19 pandemic: Unforeseen catastrophic impact**
- **2020 -2021 The lost years**
- **2022 – Starting again**
- **2023 – Signs of normality**
- **2024 – Unprecedented turn around and success**

Aviation Industry Response

- Unprepared for a global pandemic
- Fear of unknown
- Media pressure
- Result: Restrictive – Conflicting – Ad-hoc regulations that impacted airline operations
- Magnitude of change – novel, rapidly developing
- Changes had to be dealt with simultaneously
- **For the first time - Organizations and management teams had to address such a complex, highly evolving hazardous period of change**

Embracing Change

Change is part of a modern way of life and aviation business

Change is demanded due the fierce competition in the aviation world

Economical and Geopolitical status quo are never the same

Regulations and technology are changing every day

Post Covid Changes

Human behavior and expectations are changing

Supply Chain challenges and changes

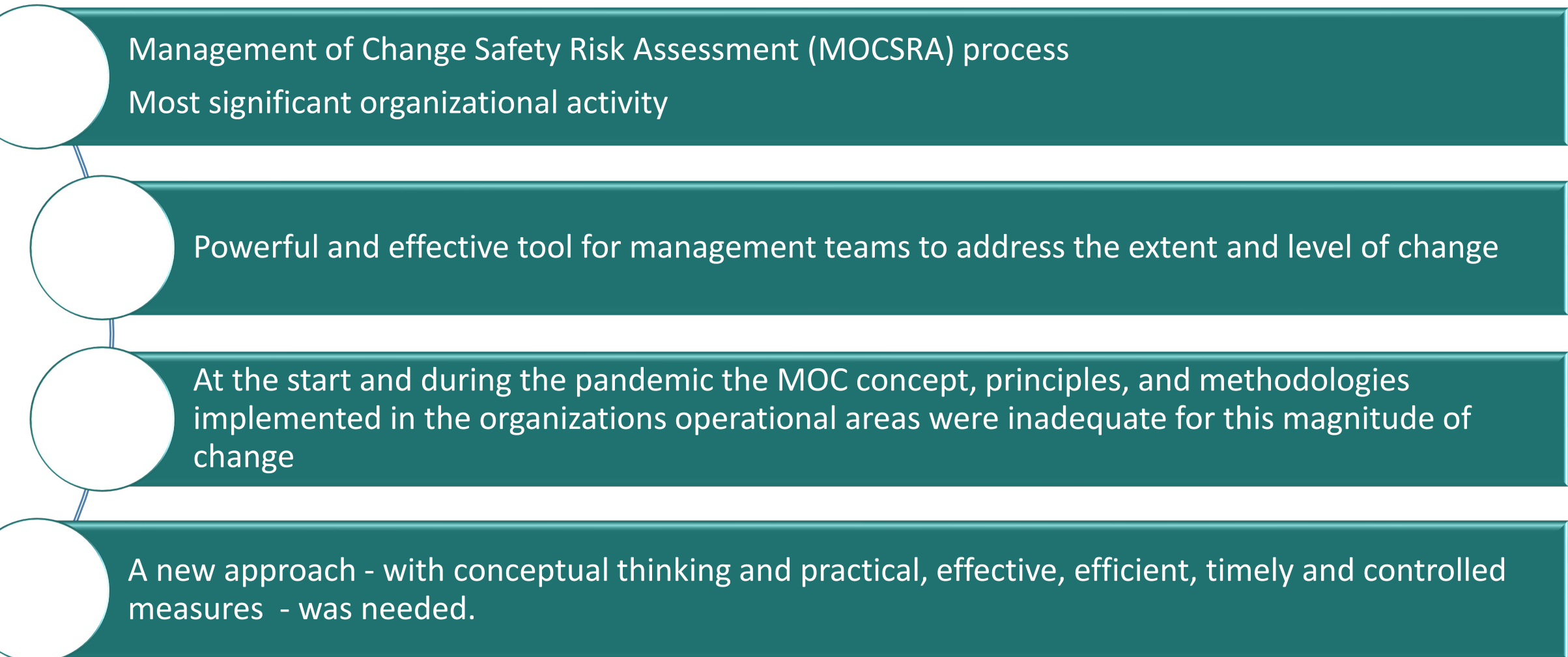
Climate change is here to stay

Change is an inevitable fact of life and business

Change is affecting aviation like any other industry and function of life



SMS – Traditional Approach



Management of Change Safety Risk Assessment (MOCSRA) process
Most significant organizational activity

Powerful and effective tool for management teams to address the extent and level of change

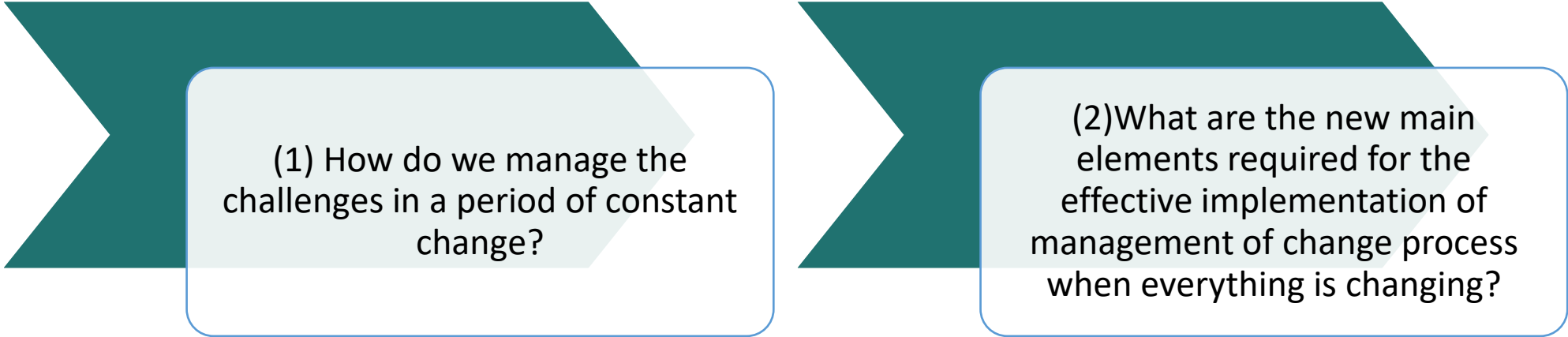
At the start and during the pandemic the MOC concept, principles, and methodologies implemented in the organizations operational areas were inadequate for this magnitude of change

A new approach - with conceptual thinking and practical, effective, efficient, timely and controlled measures - was needed.

SMS – Traditional Approach

The MOCSRA had to expand in magnitude and scope beyond traditional operational activities to include Board and Senior Management level decision making

QUESTIONS:



(1) How do we manage the challenges in a period of constant change?

(2) What are the new main elements required for the effective implementation of management of change process when everything is changing?

Transformation Change of SMS

Aviation industry goes through a developing life cycle based on the evolving needs which are impacted by financial, political, geo-strategical changes requiring immediate **Transformational change**

Unplanned changes often occur when there is a sudden or surprising condition imposed by external forces requiring prompt action

Remedial changes are urgent and visible changes to provide solutions to current situations and problems

To deal with the Covid-19 pandemic - aviation organizations had to implement **transformational, unplanned and remedial changes all at once**



A mindset shift for SMS

Change is constant

- Safety leadership is a crucial requirement to establish a change ready safety management culture
- Safety leaders must guide senior management to shift the organization's perceptions of change management from an episodic solution to an ongoing organizational safety strategy that becomes an inherent part of the organization's DNA

Change Management

New management approach implemented by many organizations

Affects the traditional MOCSRA which needs to be adapted to the change management organizational processes

Must be supported by Leadership of Change

Leadership of Change should:

Build an effective safety message framework throughout the organization

Explain the 'why', 'what' and 'how' behind the change of management strategy



New Enhanced MOC SRA Approach is Needed

Aviation regulators and organizations must establish a new enhanced approach to manage the constant changes in order to survive and maintain their operational and safety standards.

The EASA integrated SMS philosophy and approach provides a strong basis of a new management approach



Organizations must constantly examine their processes and performance strategies to better understand what changes need to be made and link those changes to an enhanced MOC SRA process throughout the organization



Conclusion

There is a need to link the Change Management process to an enhanced MOC SRA process throughout the organization

Constant change must be accepted as the new reality in the aviation industry

Any resistance to the change will impact safety and operational standards

Organizations that fail to link the Change Management process to an enhanced MOC SRA process throughout the organization do so at their own risk





Thank you

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