

Challenges of Implementing Aerodrome SMS

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Presentation Outline

- Introduction
- Challenges
- Suggested Solutions
- Conclusion



What is the Basis of My Presentation?

- Survey amongst ACI APAC Members
- ACI Young Executive Award Entries 2011





Definition of SMS

- “A **systematic approach** to managing safety, including the necessary organizational structures, accountabilities, policies and procedures” (ICAO definition)
-so that all risks can be systematically accounted for and mitigated.



Structure of SMS

- Safety Policy and Objective
- Safety Risk Management
- Safety Assurance
- Safety Promotion

SMS Structure

1. Safety Policy and Objectives

Management commitment and responsibility

Safety accountabilities

Appointment of key safety personnel

Coordination of Emergency Response Planning

SMS documentation

2. Safety Risk Management

Hazard identification

Safety risk assessment and mitigation

3. Safety Assurance

Safety performance monitoring and measurement

Management of change

Continuous improvement of the SMS

4. Safety Promotion

Training and education

Safety communication



Key Challenges



I Don't Trust



I Don't Understand



I Don't Want to Do



I Don't ...



Challenges In Other Words...



Lack of Culture



Lack of Understanding



Lack of Substance



Other Challenges



Lack of Safety Culture & Trust

- Lack of management support
- Blame culture
- Punishment = Solution
 - Easy way out
 - Person fired = problem solved
- Don't want to report accidents and incidents
 - Fear of retribution
- Unwilling to share data especially between organizations





Lack of Understanding

- Lack understanding at management level.
 - SMS is an off-the-shelf product that can be bought from the consultant.
- Lack of training at other levels
 - Staff refuse to cooperate
 - Safety is not his job
 - Everyone is focused on his task
- Don't know how to hire a safety manager!
 - What is the job requirement?





Lack of Substance (in the SMS)

- System seems to be there but...
- lack of skill to run the system, e.g. lack of hazard identification training
- lack of follow up hazards
- lack of resources to run it
 - hazard analysis
 - safety promotion
 - follow up
 - data analysis
 - Working with external contractors
- Regulators interested in documentary check (not the substance)





Other Challenges

- Resistance to Change
- Busy for operations, no time for learning new things.
- Subjective interpretation of Hazards and conduct of Risk Assessments to suite managements/individuals requirements. (maneuvering of numbers)
- Definition of metrics and performance targets





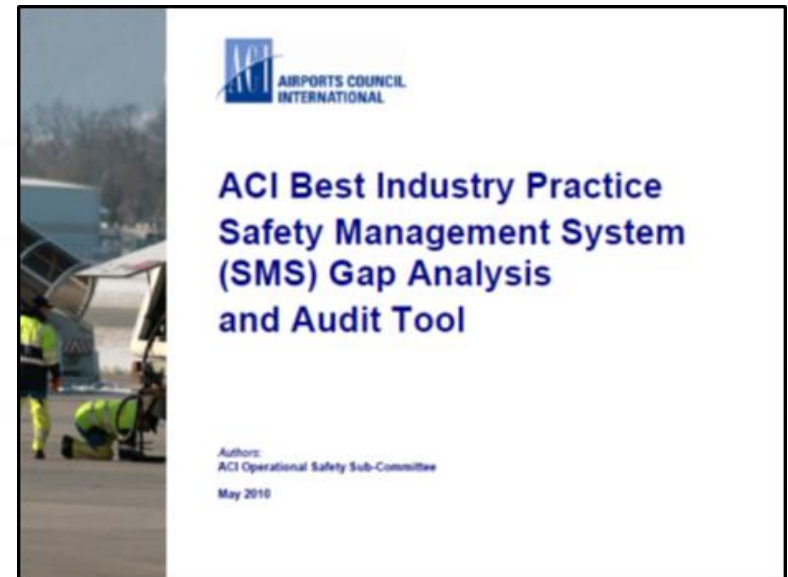
Suggested Solutions

- Gap Analysis
- Promotion of Safety Culture
- Others



Gap Analysis

- Know where you are and determine where to go
- ACI SMS gap analysis tool
- Find out gaps and allocate resources





Safety Culture Promotion

- Better management training
- Empower your staff
 - Suitable reward and penalty based on safety performance
- Choice of SMS administrator
 - Stronger leadership and communications skill
 - Good understanding of SMS and operations
- ACI safety culture survey

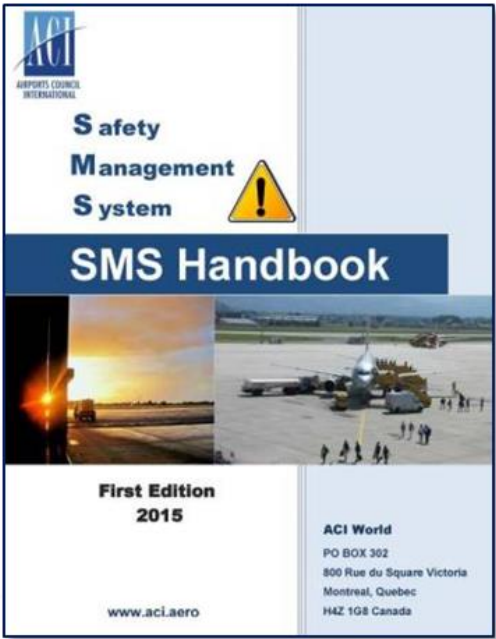
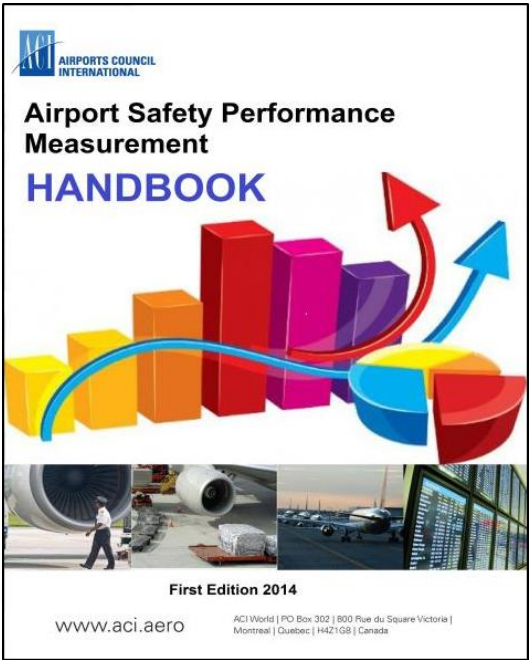


Others

- Allocate enough resources for training and promotion
- ACI Apex reviews can help
- ICAO, ACI and other industry guidance materials (SMS handbook, KPI handbook)
- Participation at ICAO and industry meetings



Coming Up Soon



Apron Safety Handbook



Flash Back

Any Relationship Between the Two Sides?

