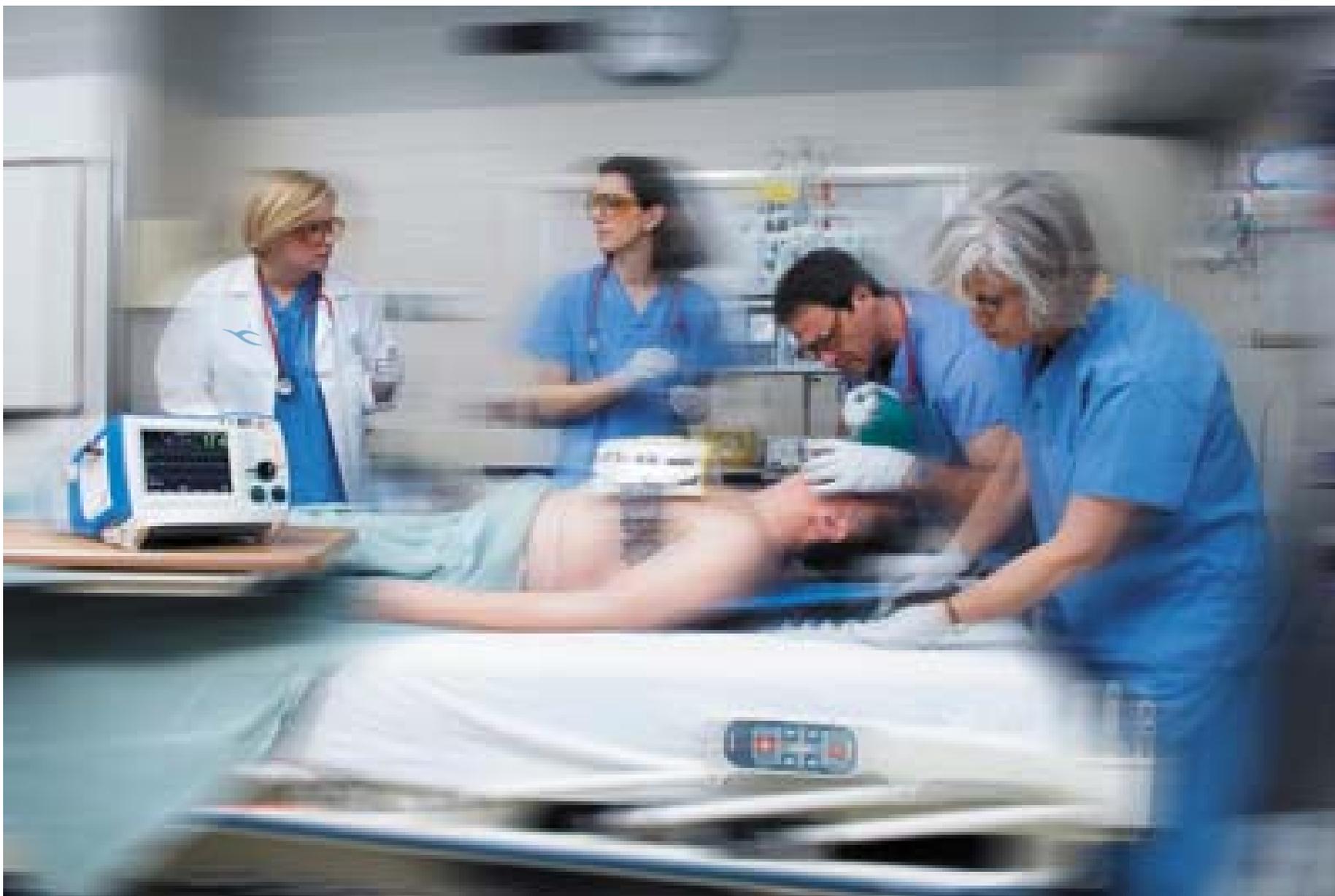


# Reviving a Stalled SMS



# Introduction

*My History*



**Maintenance  
Engineer.**

**Quality Engineer**

**IOSA  
&  
Safety  
Management.**

**Chief Operating  
Officer**



**Safety Management requires the full  
support by Top Management.**

# SMS Background:

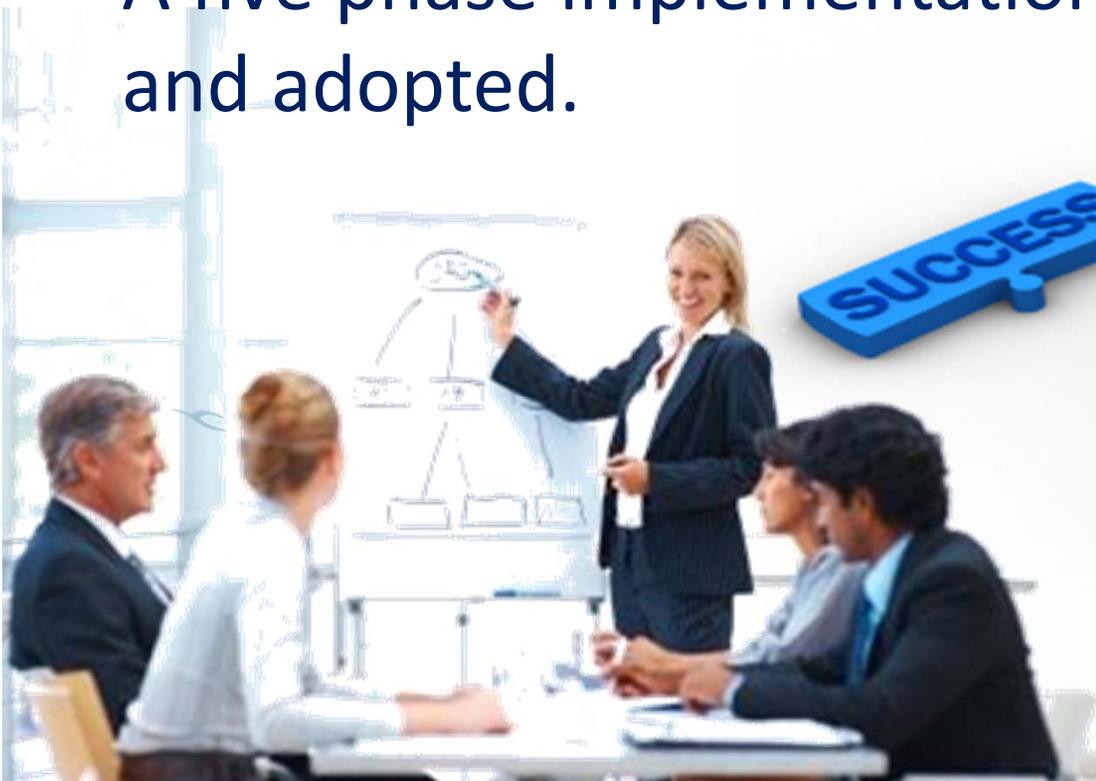
Kuwait Airways Board of Governors in December 2003, under directions from the Kuwaiti Government, instructed Kuwait Airways CEO to ensure a safety management system is fully implemented prior to the expected privatization of the airlines in December 2006.



# SMS Background:

To ensure effective implementation of SMS, a phased plan was needed.

A five phase implementation plan was developed and adopted.



# SMS Background:



# SMS Background:

## Some of the most significant obstacles were:

- ✓ 1 Reluctance of some management to apply SMS
- ✓ 2 Rejection of some staff to accept safety inspectors
- ✓ 3 Some Managers & Supervisors opposed the non-punitive policy
- ✓ 4 Reluctance to apply safety recommendations
- ✓ 5 Departments were reluctant to transfer staff to the safety office
- ✓ 6 Reluctance of management to include Safety in changes

Top Management was regularly briefed to obtain the required and continuous support.

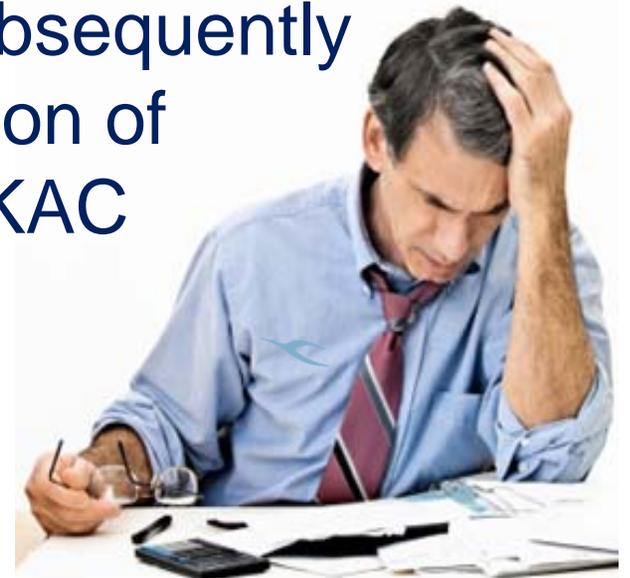


# SMS Background:



The implementation process of the safety management system was subsequently **frozen** due to a number of internal and external factors.

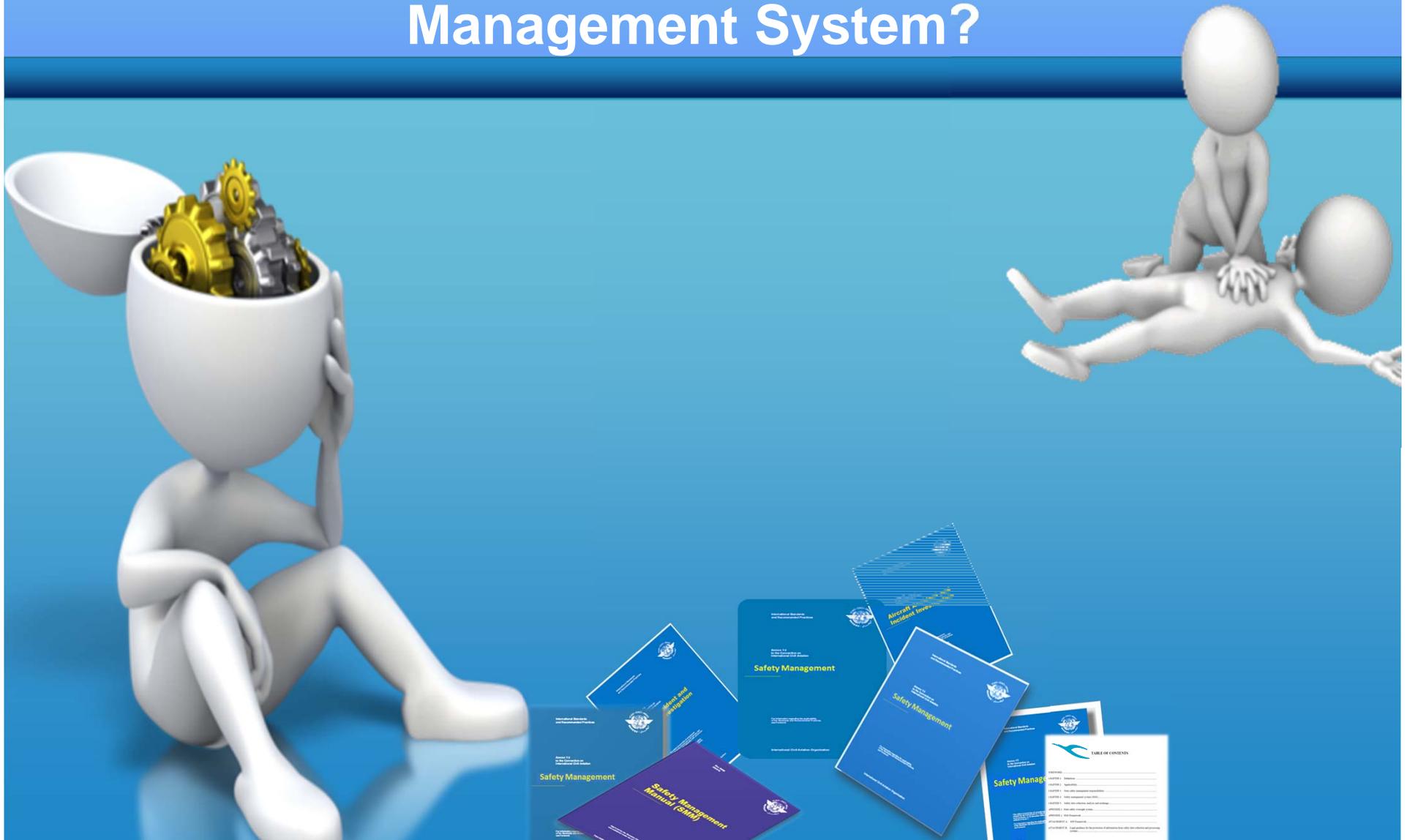
The Implementation of SMS has subsequently become a priority with the introduction of ICAO Annex 19 and the change in KAC management.





# The Revival:

## How do we revive our stalled Safety Management System?





## **The Dream Team**

A team of dedicated safety staff were assigned the task to develop a SMS implementation plan within two weeks.

# Focus Points

*The medical team*



The following points were given to the team:

- The implementation of the SMS should be completed in two months.
  - Review current process and procedures
  - Build on existing procedures
  - Involve departments in the amendment of procedures



# Collective Thinking

The team was able to immediately identify the following:

- A gap analysis must be conducted to identify what is needed.
- A member of top management must be assigned with the team during the implementation of SMS.
- A unique advertisement campaign is needed to re-launch SMS .



# Initial Assessment

## *The diagnoses*

### Gap Analysis

- 1 All SMS standards were referenced to all operational manuals.  
  
The team focused on:
  1. Missing standards needed to be documented,
  2. Outdated standards needed to be updated.

### Milestone Chart

- 2 The team developed a Milestone chart to ensure that every SMS standard is monitored and to ensure that each team member is assigned the task of follow-up.  
  
A weekly progress review is conducted against the chart.

### Corrective Action

- 3 The team developed three corrective action plans:
  1. Quick and easy wins
  2. Medium corrections
  3. Long term actions





# Team Recommendations

The safety team recommended the following items to ensure efficient SMS implementation:

- 1** COO provides 3 meetings a week with team
- 2** COO drives Operational Management to SMS
- 3** Approval of large budget for SMS training
- 4** A large and extensive advertisement campaign
- 5** An IT solution for SMS & Confidential Reporting
- 6** A more active role for the SMRB and SAG groups
- 7** Extensive top Management briefings



# Current Status

- ✓ 1 SMM updated and ready to be sent to DGCA for approval
- ✓ 2 Hazard identification implemented
- ✓ 3 Training Material for top, middle & lower management completed
- ✓ 4 Phase 1 of 3 for safety campaign completed, Phase 2 ready
- ✓ 5 Confidential Reporting System Software selected
- ✓ 6 Safety Steering Committee (similar to SAG) activated



# Key Elements for Success

## Top Management Support

- 1 Top Management support is CRUCIAL for the success of the Safety Management System.

## Unify the Expertise

- 2 Having all the team members and management on the same page facilitates an effective implementation of Safety Management.



# Key Elements for Success

## Team Members

3

All the team members must be aligned and able to fully function as a single unit.

### Team Attributes:

The team is truly the instrument that makes or breaks the SMS implementation project.

The team must be:

- Aligned & United
- Coordinated & Systematic
- Motivated & Enthusiastic
- Dedicated (Addicted)
- Knowledgeable
- Creative (think out of the box)
- Approachable by airline staff
- Flexible (Diversity)





# The Greatest Challenge

## *The Human Element*



Resistance

No  
Interest

Distrust



1. Staff believe that they will be required to change and work harder to implement SMS.
2. Staff believe that SMS will be used by management as a tool to reprimand staff when errors are made.
3. Staff are disinterested and would rather not participate in SMS.

# The Greatest Challenge

*The way forward*





### Top Management Support

1

The Chief Operating Officer was in- charge of SMS implementation

### Unify Expertise

2

Identical training provided to all team members and Management.

### Team Members

3

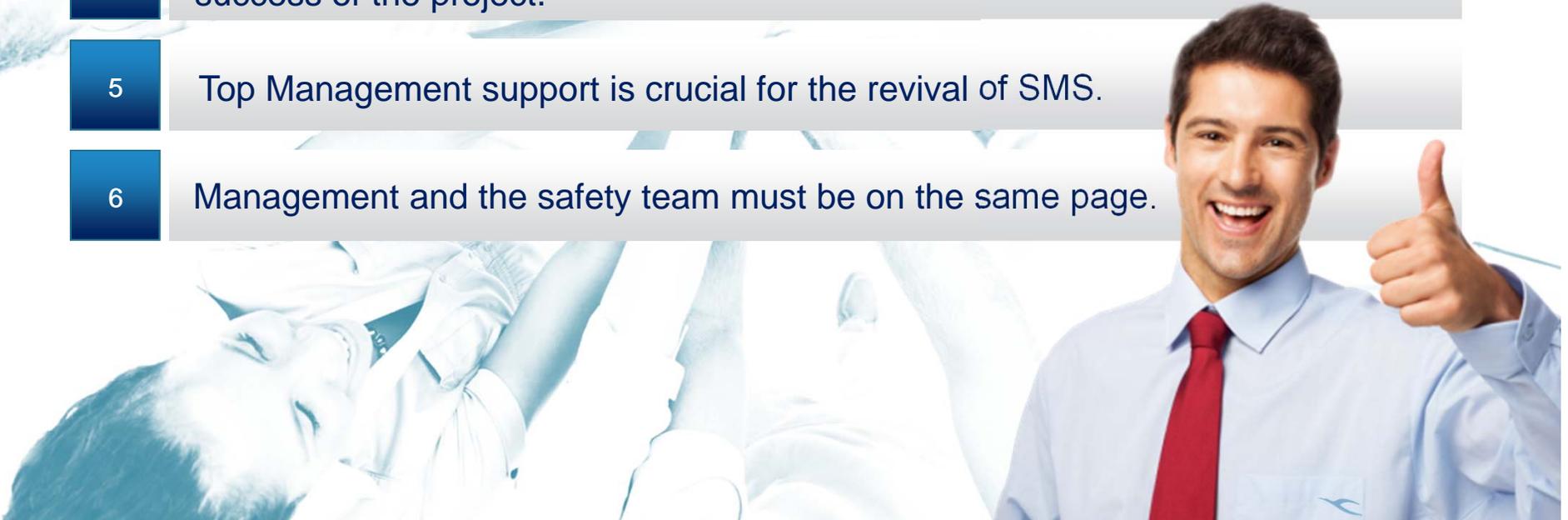
An excellent team was hand picked and worked as a single unit.



This was achieved by simply assigning the task of SMS implementation to the Chief Operating Officer who has the Safety Management knowledge and managerial position to make it happen.

# Conclusion:

- 1 A Safety Management System can **stall** for internal or external reasons.
- 2 Reviving a stalled SMS requires a different approach than implanting SMS for the first time.
- 3 Company staff will be more reluctant to accept SMS the 2<sup>nd</sup> time around.
- 4 A safety team that has to be carefully selected and is vital to ensure the success of the project.
- 5 Top Management support is crucial for the revival of SMS.
- 6 Management and the safety team must be on the same page.



# THANK YOU!



