

KAC SMS



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Agenda

- 1. Phases of KAC SMS Implementation*
- 2. SMS Implementation Milestones*
- 3. Current Status of KAC SMS*



Phases of Kuwait Airways SMS Implementation





SMS Implementation Milestones

- Kuwait Airways has a centralized Safety Management System, and the Operational Safety & ERP department (D9) was established in 2004 to operate independently, reporting directly to the Chief Executive Officer(CEO)/Accountable Manager to ensure continuous safety compliance of regulatory & company requirements, management directives and conformance to IOSA safety standards throughout the Organization. This centralized SMS Structure meets all Regulatory & Company requirements and supports all the SMS components and Elements.
- Kuwait Airways SMS was planned in phases and implementation of same was initiated in 2015 by the Operational Safety & ERP department (D9) which is the focal point.
- Subject Matter Experts from all Operational disciplines were either recruited/transferred to D9 Department. SMS team within D9 had been formed to ensure a speedy and effective establishment of Safety Management System within Kuwait Airways.
- Review of SMS regulations as laid down in KCASR 19, ICAO Annex 19, ICAO Doc. 9859 and IOSA requirements was done by the Operational Safety & ERP department (D9) and gaps were identified in our Safety Management System.
- The Operational Safety Procedures Manual (OSPM) had been revised in its entirety, to include the missing elements as well as to develop workflows to have an effective centralized SMS and therefore the OSPM was renamed as Kuwait Airways Safety Management Manual (SMM). The same was approved by DGCA in June 2015 and disseminated to all staff.



SMS Implementation Milestones

- This Safety Management Manual (SMM) serves as the primary document to describe Kuwait Airways' policy on Safety and associated key processes / procedures to achieve & maintain the safety standards as prescribed by the Regulatory authorities, legal requirements, IOSA guidelines and organizational goals. It applies to all Kuwait Airways management and non-management personnel and employees, contractors and related service providers of all Operational Departments who are either directly or indirectly involved in providing maintenance, repair or overhaul services, training, cargo, ground services etc.
- Key Safety Personnel were identified. Safety Accountabilities & Responsibilities for all management and non-management staff was elaborated with enhanced job descriptions.
- The Director Operational Safety & ERP is the SMS post holder (Safety Manager) for Kuwait Airways and is responsible for the accomplishment of the procedures laid down in the Safety Management Manual (SMM).
- A need was felt for an in-depth SMS training for the Safety & Quality staff of Kuwait Airways to have a better understanding of the updated SMS requirements. The same was accomplished in April 2015 and the training provider was IATA.
- Safety Policy, Safety Reporting and Non-Punitive policy & Safety Objectives were revised, approved and displayed in all departments premises as well as distributed to all via Company Intranet.

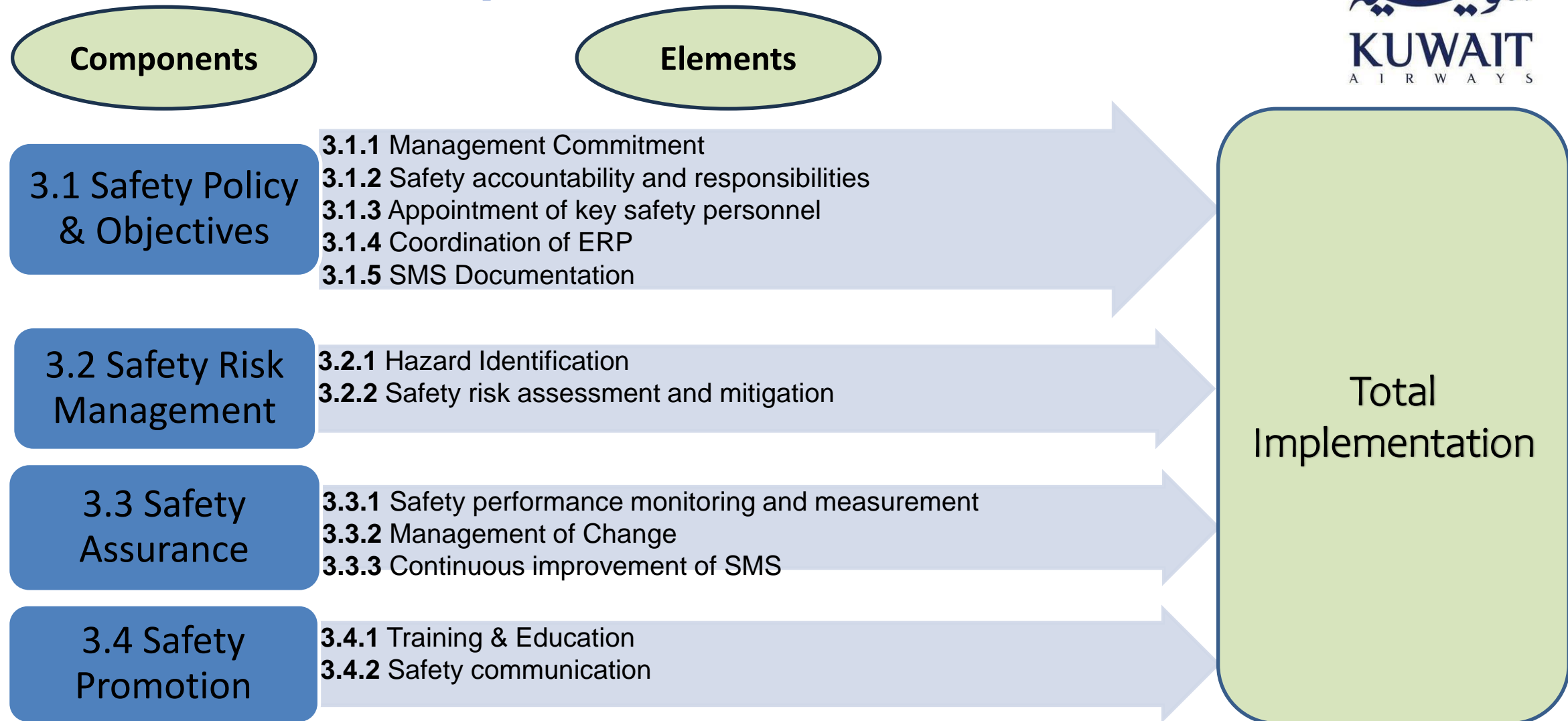


SMS Implementation Milestones

- Forms were developed/revised for Hazard Identification & Risk Mitigation, Management of Change, Voluntary/Confidential reporting etc.
- Emergency Response Plan (ERP) was already in place since 2005.
- Various Safety reporting channels and methods were introduced for easy access to all staff to encourage Voluntary/Confidential reporting.
- Safety Audits, Investigations and Inspection processes were revised to include updated SMS requirements.
- Safety Review Board (SRB) and Safety steering Committee (SSC) which was renamed to Safety Action Group (SAG) were formed and held regularly.
- Safety Performance Indicators (SPIs) and Targets (SPTs) were established and continuously monitored for any deviation (Alert Levels).
- KAC SMS Training Program was established under approval of DGCA. Training material was developed to cater to training of all levels of staff as per their duties/functions and involvement in SMS. KAC has five levels of SMS Training, Safety Management Training Program (SMTP) manual has been approved by DGCA Kuwait.
- Additional SMS trainers were trained and qualified to ensure speedy accomplishment of trainings for all KAC staff.
- Safety Communication channels were improved with Safety Newsletters, Safety Banners, Safety Bulletins etc.

Current Status

KAC SMS Compliant with KCASR 19 Part 1



3.1 Safety Policy & Objectives

- Visible endorsement of SMS by higher management to mitigate Safety hazards and prioritize safety over financial concern.
- Effective workflow and coordination on Risk Management with timely implementation of Risk Management measures and other SMS processes by all Operational Department Directors has ensured positive and effective outcomes.
- Management Job descriptions enhanced to include updated Safety Accountabilities & Responsibilities.
- ERP drill conducted to check KAC preparedness and effectiveness of ERP processes during emergencies.
- Regulatory requirements and IOSA ISARPs are regularly monitored for changes and KAC SMM is updated accordingly.
- Safety Policies translated to various languages for better understanding of base level staff in Kuwait and other stations.

3.2 Safety Risk Management

- *Reactive and Proactive hazards identifications methodologies have been incorporated in the SMS.*
- *Risk assessments on audits findings and investigation reports were introduced to address the hazards that arise from them as proactive and reactive hazard identification method including Voluntary SMS reports.*
- *Efficient and effective SMS software solutions are being explored to ensure efficiency by speeding up data collection and processing, reducing manual entry errors; improving convenience for users; cost savings by reducing the need for paper, printing, and storage; allows for real-time data updates and instant access to the latest information and enables better data analysis and reporting, supporting informed decision-making.*

3.2 Safety Risk Management

Examples of proactive and reactive hazards identified by the Safety Department.

- *Engine Run Up Area: All damaged fences and floors have been repaired. (Voluntary Report)*
- *TSM/FIM utilization has significantly improved in Engineering Department which has noticeably reduced the number of aircraft return to ramp due to recurring defect. (Audit Finding).*
- *On Job Training (OJT) on Aircraft cargo door operation has been completed for all Ground Handling staff which has reduced the number of aircraft structure damages. (MOR)*
- *A320 repeated fuel spillages at one stage was identified by the Safety Department, several meetings and risk assessment were conducted, SOPs, Tech. Notice, recurrent training, inspections by D9 & Quality to ensure effective implementation was carried out till the Residual Risk Index became acceptable.*
- *Risk Assessments were conducted, and mitigation measures were effectively implemented.*



3.3 Safety Assurance

- Kuwait Airway's Safety Assurance processes are to assure the performance and effectiveness of SMS & other management systems in compliance and conformity to Regulatory Authorities, IOSA & Company requirements as applicable.
- Regular audits by Regulatory Authorities, IOSA and Customer Airlines have brought improvements to our Safety Management System.
- DGCA Kuwait conducted its first SMS audit in 2017 and continued to do so annually which used the Risk Based audit methodology the past two audits.
- KAC was one of 20 Airlines worldwide chosen by IATA for the new IOSA Risk Based Audit methodology which D9 Department had successfully accomplished.
- The SPIs and SPTs are reviewed on monthly basis by the Safety Action Group (SAG). Alert Levels have been set for each Indicator (SPI) to provide early warnings to ensure remedial/mitigation action is taken before it exceeds the Target (SPT) set.

3.3 Safety Assurance

- Management of Change process is continuously improving as all Operational departments are involved regularly.
- For Non-Operational departments, the MOC process has been introduced.
- Feedback is taken from all departments and staff towards continuous improvement of SMS activities.
- KAC SMS is recognized by other Civil Aviation Authorities like CAAS Singapore, QCAA Qatar, GACA Saudi, San Marino CAA as part of KAC's Part 145 AMO approval.
- KAC Key Safety Personnel have participated in DGCA State Safety Program workshops the past 2 years.

3.4 Safety Promotion

- SMS Training Program is tailored for staff from Base Level Employees to Senior Management as per their Duties & Responsibilities and involvement in the SMS.
- The training material is regularly reviewed and continuously updated for all 5 Levels of training.
- SMS Training & Syllabus for all Service Providers staff is also provided as required.
- Key Safety Personnel are always imparted with additional training for SMS activities.
- KAC SMS instructors' initial approval and annual evaluation is being conducted to maintain competency.
- Majority KAC supervisory level have attended Root Cause Analysis (RCA) training which helps in applying the corrective actions effectively to prevent re-occurrence.

3.4 Safety Promotion

Steps taken to improve Safety Culture:

- Safe work behavior among staff are recognized and rewarded by the CEO/Accountable Manager.
- Appreciation Certificates: The CEO/Accountable Manager has participated in the latest safety promotion and made field visits (Flight Services & Engineering) and awarded Appreciation Certificates for staff who were positively engaged in Voluntary/ Safety reporting and who maintained high Safety Standards.
- Operational Directors with Quality Managers have participated in Safety Promotion and field visits.
- Safety Culture survey conducted to assess the level of understanding and trust of staff.
- Safety Promotion is carried out on continuous basis to ensure and encourage staff participation in Safety Management.
- Safety Reporting channels have been enhanced to include QR Code to enable quick and easy reporting by staff.
- Safety Posters and Banners were placed at all KAC premises to increase awareness of Voluntary/Safety reporting.



Thank You!

