



AAB International Industry/Educator Forum

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Captain Robert Palmer
Vice-President, Safety Quality and Environment

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Presentation Objectives

To demonstrate one airline's approach to bridging safety roles and responsibilities across operational domains using SMS as an enabler for better integration.



Evolution of Operational Safety Programs



Operational Safety Programs

- ▶ All safety programs have been improving over time, becoming more sophisticated, introducing new tools, etc.
- ▶ However, many of these safety programs, while implemented with the same goals in mind, are designed differently and do not necessarily work together (don't integrate well or at all)

Typical Safety Structure

Flight
Safety

- Pilot Reporting
- Investigation
- Corrective Action
- Trending

MTC
Safety

- MTC Reporting
- Investigation
- Corrective Action
- Trending

Inflight
Safety

- I/F Reporting
- Investigation
- Corrective Action
- Trending

Other
Safety/OHS

- Injury Reporting
- Investigation
- Corrective Action
- Trending

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A Complicated Safety Landscape

- Multiple safety incident reporting systems
- Multiple safety hazard identification systems
- Multiple auditing programs
- Multiple corrective action processes
- Numerous safety groups
- Numerous information technology applications
- Different data being collected on similar topics (such as root cause or incident categories)
- Complex training requirements

Other Challenges

- Expensive (technology, people, training, etc.)
- Confusing to employees and management
- Impossible to get a comparable view of safety across the organization (for the President)
- Difficult to deal with safety factors that overlap between operational groups (which is the case much of the time)
- Regulations that do not match pre-existing regulations. SMS vs. Labour Code (OSH).
- Personal acceptance or alignment with former “silos”.
- Safety Zealots!

Comedic Relief



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Integrating Operational Programs



Safety Management Systems

- ▶ A major characteristic of an SMS system is that it requires a company-wide, integrated approach so that all of the human, organizational, industry and environmental considerations associated with safety are managed in a well-coordinated way
- ▶ Does this sound familiar?
- ▶ Do other functions work this way in our organization?

Corporate Management Systems

- ▶ Other systems are managed this same way:
 - ▶ Financial Management Systems
 - ▶ Human Resource Management Systems
 - ▶ Information/Technology Management Systems

*Why
not
safety?*



Centralized Safety Services Model

- ▶ The principle is to rationalize similar safety management processes by eliminating duplicate systems within operational domains
- ▶ Centrally organizing and delivering shared safety services is efficient, removes perceived bias, facilitates confidentiality and helps to promote better cross-functional integration
- ▶ What can this “look like”?

Centralized Safety Services Model

Flight
Safety

- Pilot Reporting
- Investigation
- Corrective Action
- Trending

MTC
Safety

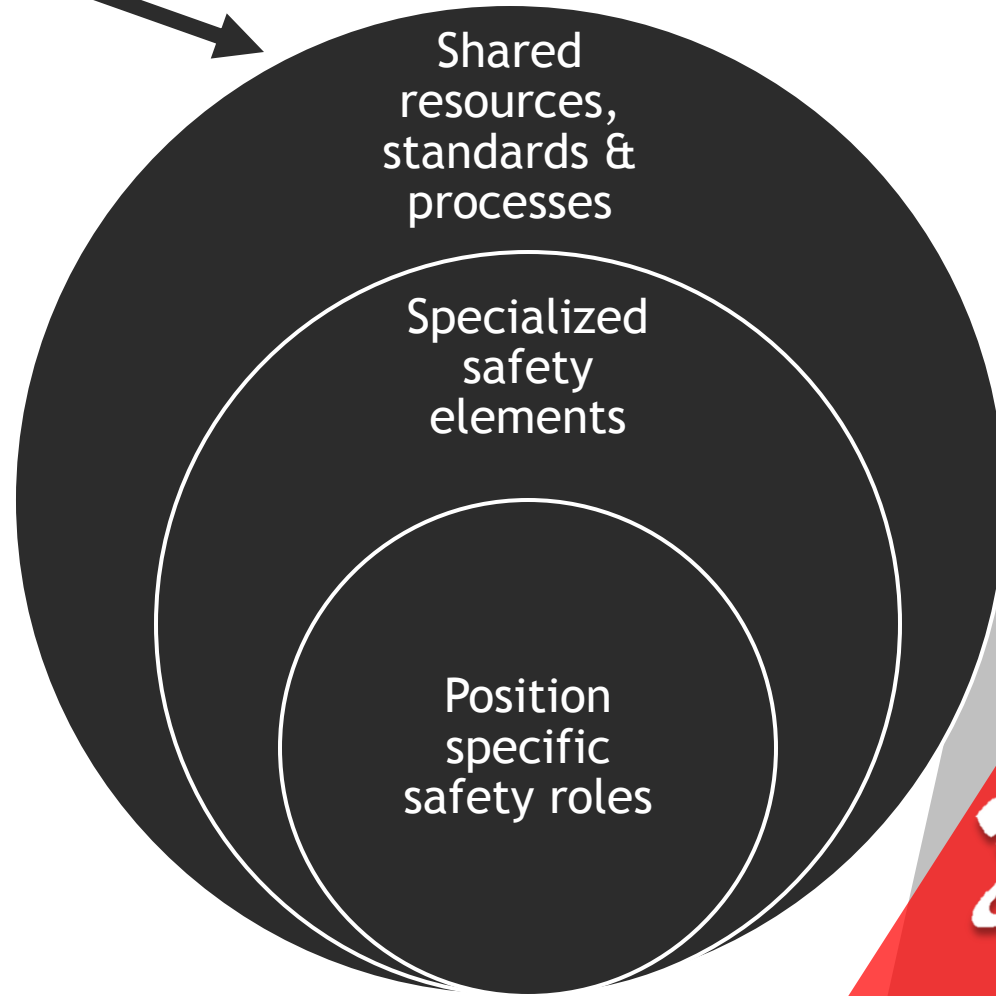
- MTC Reporting
- Investigation
- Corrective Action
- Trending

Inflight
Safety

- I/F Reporting
- Investigation
- Corrective Action
- Trending

Other
Safety/OH
S

- Injury Reporting
- Investigation
- Corrective Action
- Trending



Safety Roles and Responsibilities

- ▶ What changes in terms of safety *accountability* (regulatory, organizational,...)?
 - ▶ NOTHING
 - ▶ Operational groups retain all accountability
- ▶ What changes in terms of safety *responsibilities* (who does what)?
 - ▶ Shared services and functions delivered centrally
 - ▶ Managing day-to-day safety remains operational
 - ▶ Routine QA remains operational (surveillance, etc.)

Command and Control

- ▶ Those *accountable* for safety must retain authority and control over safety performance
 - ▶ Decision-making power over risk mitigation
 - ▶ Approval of scope of centrally delivered services
- ▶ Central safety
 - ▶ “Custodians” of common standards
 - ▶ Control over execution of safety services
 - ▶ Unfiltered and uninhibited reporting of safety performance and risks and escalation to President

Implementation Challenges

- ▶ For Operational Groups
 - ▶ Fear/anxiety over loss of control/authority
 - ▶ Lack of engagement/accountability for safety
 - ▶ Fear of loss of operational specialization in safety
 - ▶ Confusion over who is responsible, who is ultimately accountable and who has authority
- ▶ SMS In General
 - ▶ Integrating safety into business processes (strategic planning, business decisions, etc.)
 - ▶ Letting go of traditional roles.
 - ▶ Employee buy-in
 - ▶ Regulation vs. Opinion
- ▶ *Understanding that all employees are Safety Managers*

Results Driven Safety Leadership

- ▶ Data driven - Results Orientated
 - ▶ Corrective Actions based on risk profile ensures targeted corrective actions for the organizations leading risk profiles.
 - ▶ Corrective Action effectiveness is monitored by data
 - ▶ Effective CA's drive data downwards
 - ▶ Corrective Action tracking
 - ▶ What has been done and what has not
 - ▶ Quality and Safety operating together
 - ▶ Audit results, Investigations, Corrective Action management all work to create a lower risk profile

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Results Driven Safety Leadership - Examples

- ▶ All Operational Areas
 - ▶ Compliance - Regulatory
 - ▶ Training programs enhanced
 - ▶ Documentation and direction enhancements
 - ▶ Downward trend in day-to-day safety data
 - ▶ Lower employee injury rates
 - ▶ Less lost time (reduction in cost)
 - ▶ Compliance initiatives
 - ▶ Labour group participation/ownership

The logo for Jazz, featuring the word "jazz" in a white, stylized, lowercase script font with a small dot above the 'j', set against a dark red background.

It's All About People

- Remember...
 - It always comes down to...

PEOPLE

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Never Forget...

- Why we do what we do...
- What service does an airline really broker?

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THANK YOU!!!

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