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Safety Management Systems (SMS) and Organizational Safety Culture

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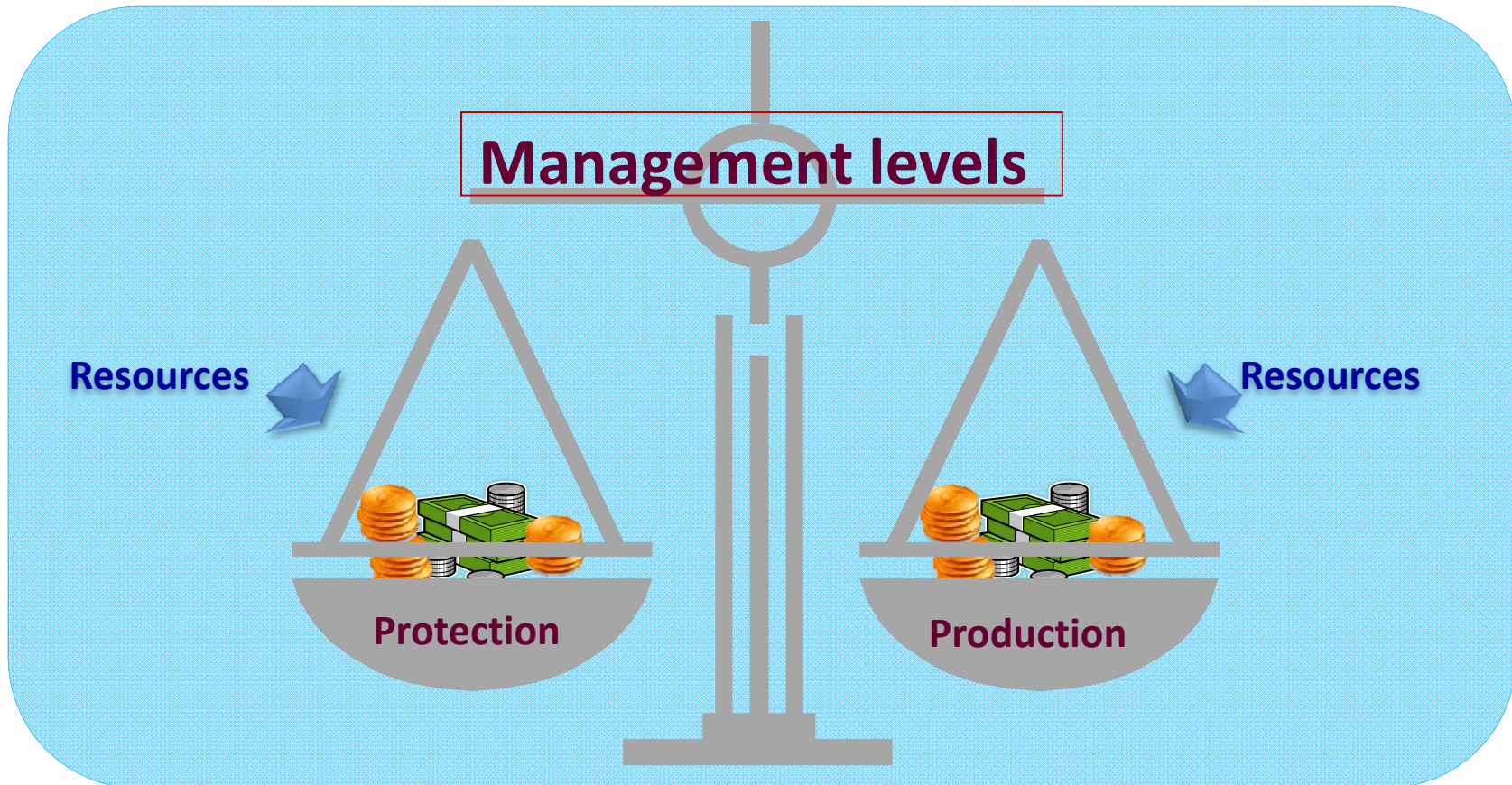
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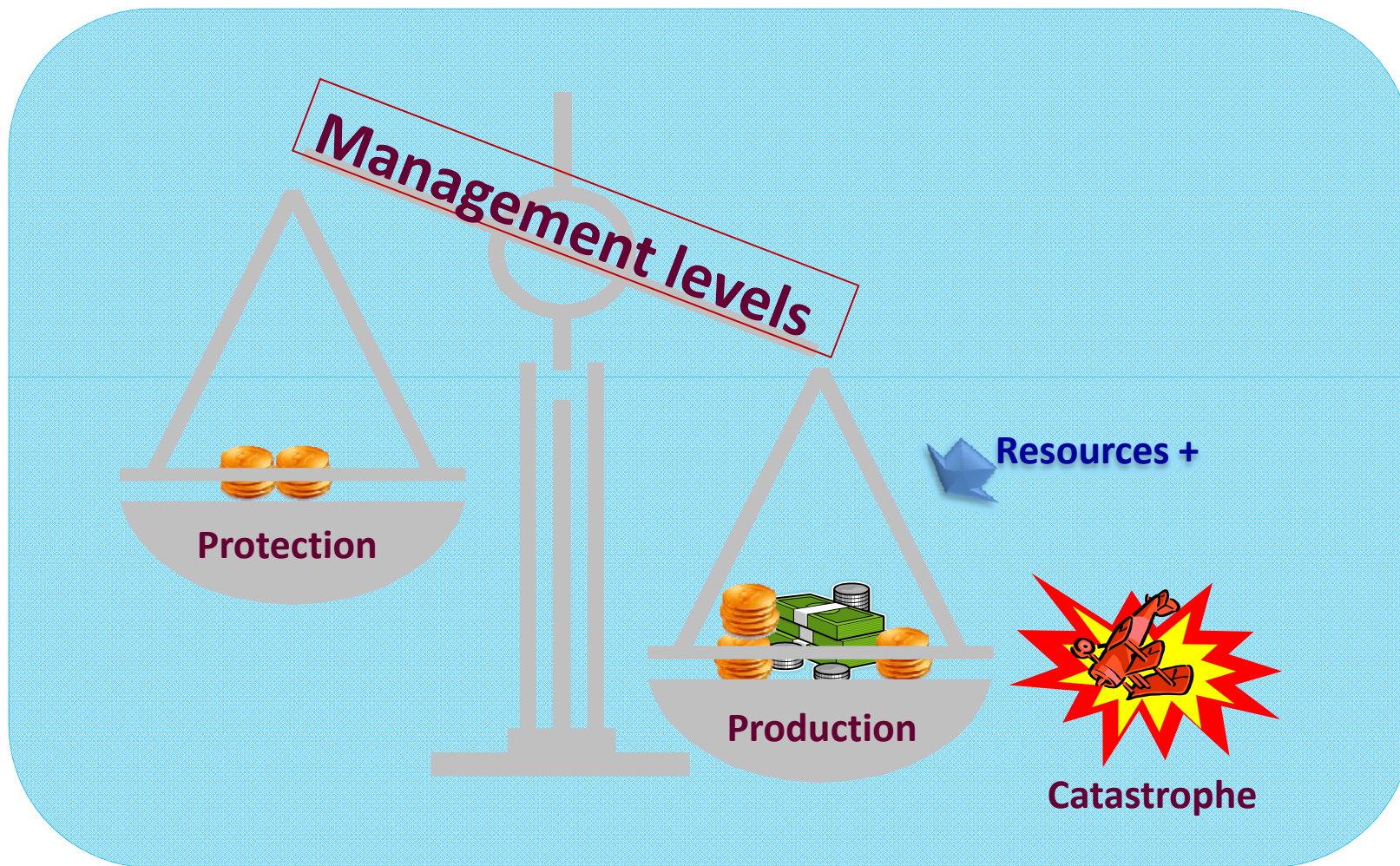
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The Management Dilemma



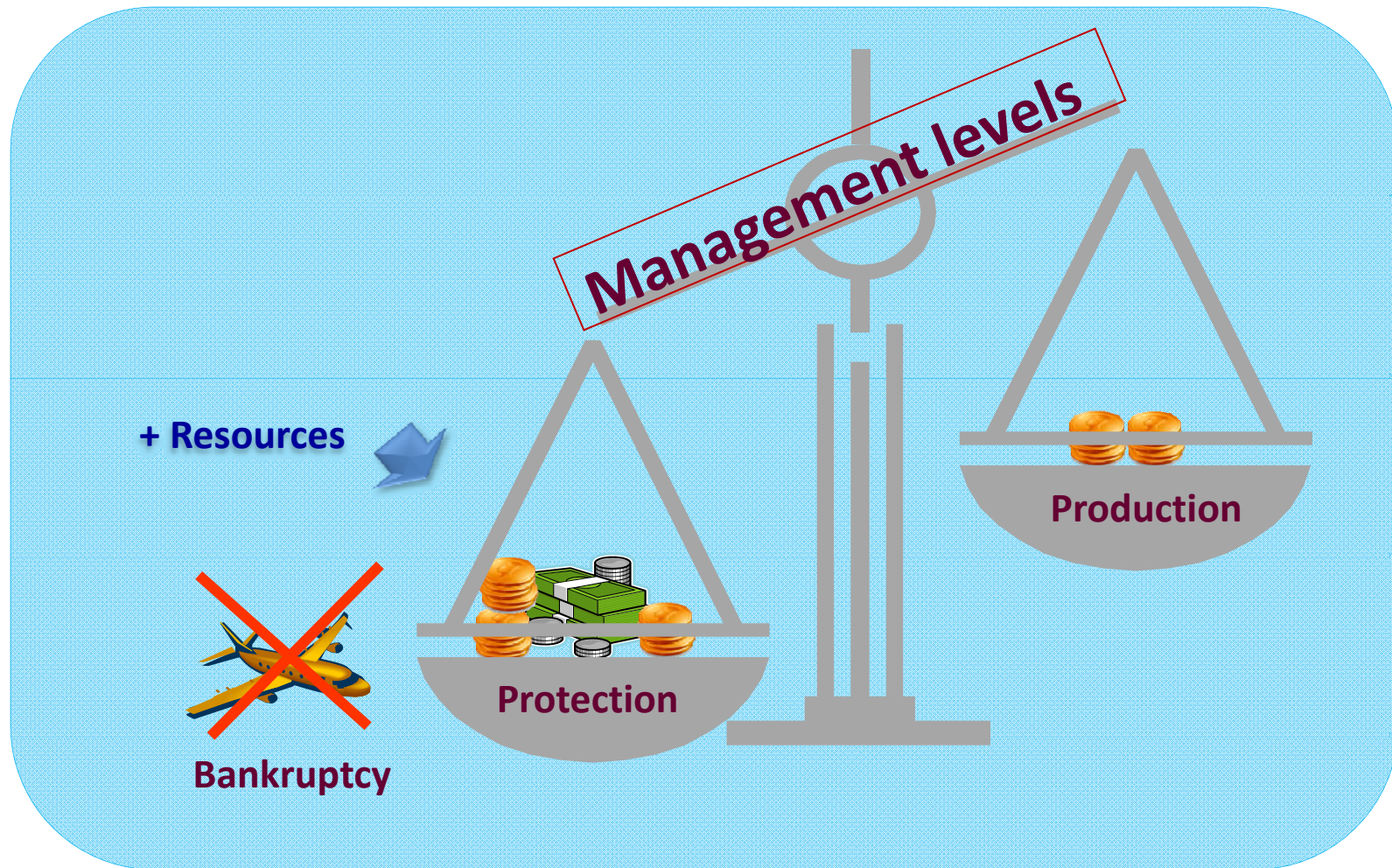
Source: ICAO SMS Course

The Management Dilemma



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The Management Dilemma



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ICAO Definition

SMS is defined as a systematic approach to managing safety, including the necessary organizational structures, accountabilities, policies and procedures.

Source: ICAO Doc. 9859, Sec 6.5.3

The Four Components of SMS

1. Safety policy and objectives
2. Safety risk management
3. Safety assurance
4. Safety promotion

The Four Components of SMS

1. Policy

All management systems must define policies, procedures, and organizational structures to accomplish their goals.

The Four Components of SMS

2. Safety Risk Management

A formal system of hazard identification, analysis, and risk management is essential in controlling risk to acceptable levels.

The Four Components of SMS

3. Safety Assurance

Once controls are identified, the SMS must ensure they are continuously practiced and continue to be effective in a changing environment.

The Four Components of SMS

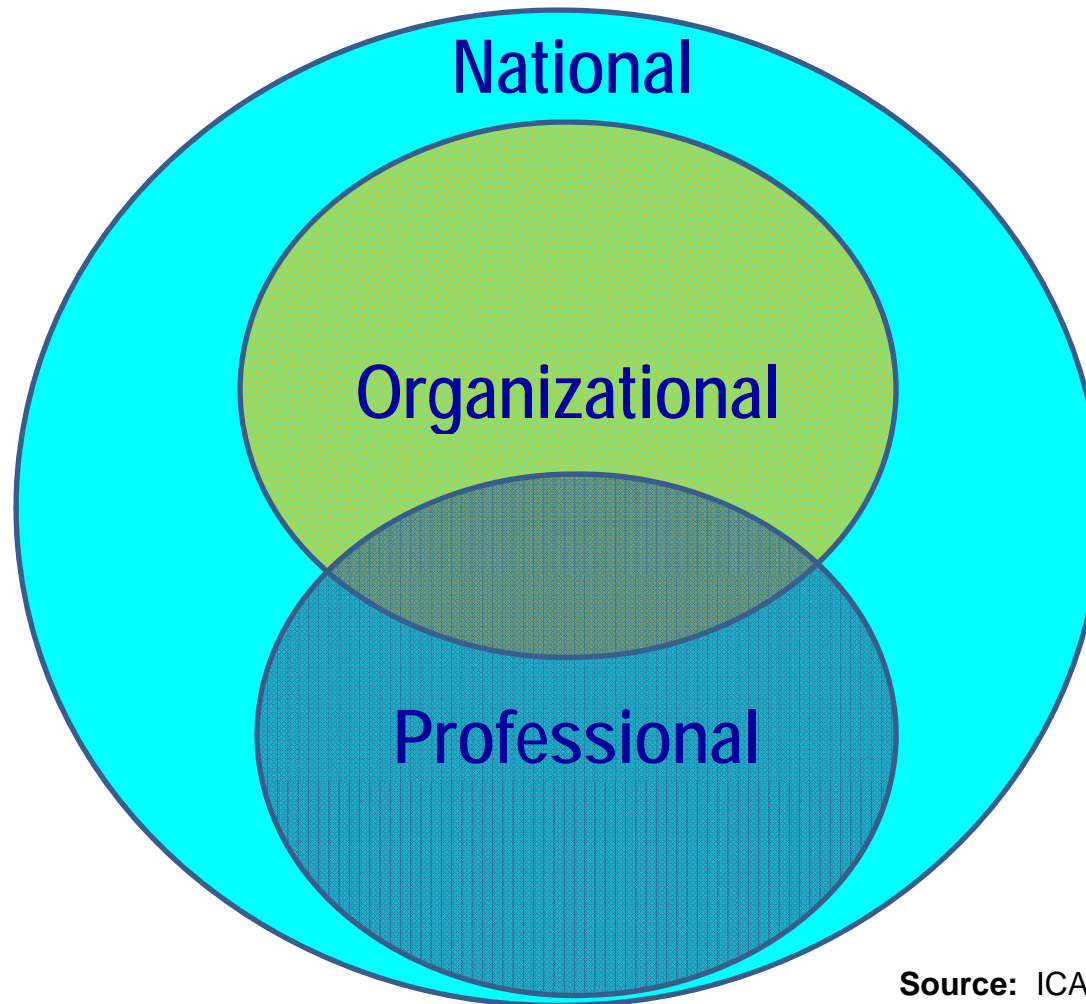
4. Safety Promotion

The SMS must promote safety as a core value with practices that support a positive safety culture.

What is Culture?

The values, beliefs, and norms shared by a group of people that influences the way they behave.

Three Cultures



Source: ICAO SMS Course

Three Cultures

- **National:** The value system of a particular nation.
- **Organizational/Corporate:** The behavior found in various organizations.
- **Professional:** How different professional groups behave.

A Safety Culture—

- Evolves **within the interaction of the three environments.**
- Is generated from the top down.
- Is a fusion of the following desirable cultures within an organization:
 - Informed
 - Flexible
 - Reporting
 - Learning
 - Just

In a Safety Culture—

- The organization acknowledges the nature of the business (high risk and high consequence).
- Trust permeates the organization.
- Hazards and risks are actively sought and prompt action is taken.
- Responsibility for safety is shared.
- High performance standards are established and monitored.

An organization's safety culture is a result of—

- Values, myths, and stories.
- Attitudes.
- Policies and procedures.
- Supervisory practices.
- Safety planning and goals.
- Actions in response to unsafe behavior.
- Employee training and motivation.
- Employee involvement and buy in.

Safety Culture and SMS

A positive safety culture is essential when implementing an SMS.

Characteristics of Safety Cultures

	Poor	Bureaucratic	Positive
Hazard information is:	Suppressed	Ignored	Actively sought
Safety messengers are:	Discouraged or punished	Tolerated	Trained and encouraged
Responsibility for safety is:	Avoided	Fragmented	Shared
Dissemination of safety information is:	Discouraged	Allowed but discouraged	Rewarded
Failures lead to:	Cover ups	Local fixes	Inquiries and systemic reform
New ideas are:	Crushed	Considered as new problems	Welcomed

Establishing a Positive Safety Culture

There is no one way to establish a positive safety culture; however, a organization will fail without top management commitment and leadership!

“Steps” to Establishing a Positive Safety Culture

- Top management commitment and leadership.
- Safety culture assessment.
- Understand organizations’ own safety performance.
- Top management policy statement.
- Responsibility for safety is shared.
- Managers have to buy in.
- Link the safety culture with the operations.
- May form a team.

Strategies for Developing a Positive Safety Culture

Management Processes

- Align the organization with the shared vision of safety goals and objectives versus production.
 - Partner with line management to establish a shared vision of safety and health goals and objectives.
- Set performance measurements:
 - Continuously monitor and improve.
 - Managers and supervisors are held accountable.
 - Employees are held accountable.

Strategies for Developing a Positive Safety Culture

Management Processes

- Set goals and clearly describe what employees are expected to do.
- Build the safety committee and ensure the committee functions appropriately.
- Provide avenues for employee participation and feedback (positive or negative).
- Develop and improve the system that tracks and ensures the timeliness in hazard correction.

Strategies for Developing a Positive Safety Culture

Management Processes

- Conduct self assessments/benchmarking.
- Conduct training and evaluate feedback.

Business Benefits (Value) of SMS

- Doing the right things for the right reasons.
- Increased productivity—having an overall system that is efficient and effective.
- Building **trust** and **connectivity**.
 - Creating, fostering, and maintaining a positive safety culture.
 - Employees engaged in positive safety practices; motivated employees.
 - Sharing knowledge; informed staff.
- Proactive and predictive identification of hazards in the early stages.

Value (Continued)



- **\$AVINGS**
 - Insurance premium savings
 - More money for other resources or initiatives
 - Maximized shareholder wealth
 - **\$AVINGS = More PROFIT**
- Positive IMAGE (internal and external)
 - Competitive advantage
- Less worker's compensation claims

Value (Continued)



- Less lost days away from work
- Low employee turnover; high morale
- Teamwork (more accomplished when working together; creativity enhanced)
- Performance-based
 - Company vision is transparent
 - Competent and trained employees

Conclusion

- Creating a positive safety culture takes ***time!***
- It can be rewarding.
- When safety is viewed as a value of the organization it becomes integral to all aspects of the operation.
- ***Continually measure, communicate results, and celebrate successes.***

The bottom line...



SMS and Organizational Safety Culture is a matter of
Dollars and ***Sense***.

Can your organization afford to be without them?

Questions?