

# Strategic Consulting

## Quality Management Diagnostic & Safety Review



## Quality Management Diagnostic, Safety Review and Training Services

In order to support its strategic 'Eyes On Safety' quality and safety programme, Omni Helicopters International (OHI) needed the management of its affiliate business, Omni Taxi Aéreo (OTA), to share a common vision for and understanding of the importance of having a proactive safety culture. Baines Simmons was invited to review OTA's Quality Management System (QMS) and provide recommendations to feed into the execution of this high profile, strategic initiative across the OHI Group.

### Client Profile

OHI was established to support helicopter operators serving the offshore oil & gas industry with access to aircraft, financial resources and management capabilities. They support their affiliate businesses through the provision of best-in-class management capabilities across multiple areas. OHI's long-term goal is to expose all operating affiliates to a regime of continual improvement in their management style leading to the results desired.

With 48 aircraft, Omni Taxi Aéreo (OTA) - an affiliate of OHI - is Brazil's second-largest helicopter operator in the offshore market. It has its own pilot training academy and maintenance facilities and is constantly top-ranked amongst peers in the PEOTRAM audit and appraisal systems of Petroleo Brasileiro S.A. (Petrobras), the Brazilian incumbent oil & gas producer. OTA is considered a leading operator in the Brazilian market, having adopted best-practice standards at every opportunity since its inception.

### The Challenge

The management style at OHI is institutional and sophisticated, while retaining characteristic entrepreneurial drive and sensitivity to local market practices and dynamics.

OHI wanted to further enhance its outstanding safety record by improving the performance of OTA's quality management system and evolving a deeper understanding of the importance of having a proactive safety culture in place.

OTA has recently undergone a period of rapid expansion and needed to ensure its reputation for world class management practices was maintained. Alongside this, they needed to ensure their management systems – particularly their Quality Management System (QMS) and Safety Management System (SMS) were capable of supporting the larger infrastructure of the business.

Conducted at OTA's large facilities in Jacarepaguá and Macaé, the QMD gave Baines Simmons the opportunity to review how the structure, oversight capabilities and overall performance of its QMS was being managed.

*"We were very pleased with the professional way the Baines Simmons team operated during the roll out of the QMD and the EOS training. They worked flexibly to provide OHI with what it needed to equip our personnel - from the Senior Executive team to the front line staff - to increase their safety responsibility knowledge. The results of the QMD were very valuable and revealed some very important areas which have strongly contributed to the strengthening of the OTA safety system. Baines Simmons has impressive capability and methods which deliver the promises we were given. Thank you."*

Jonathan Stripling, Director Global Operations and Safety - Omni Helicopters International

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### The Solution

- ▶ Our SMARRT® Quality Management Diagnostic (QMD) and SMS review included interviews, observations and examinations of quality-related activities and associated documentation to assess the overall performance of the systems in place. In addition, the QMD examined the level of maturity of five key 'enablers' which are essential for achieving a high performing QMS, notably Leadership, Capability, Competence, Assurance and Culture, to understand where areas of improvement could be made.
- ▶ In addition to the QMD, Baines Simmons completed a high level review of OTA's Safety Management System (SMS) and delivered facilitated training to the Executive Management team and selected OTA auditors.

### The Outcome

**As a result of our partnership diagnostic, OHI were able to have an unbiased situational overview of the performance of the Quality System and SMS – and a clear set of prioritised objectives and action plans to help them enhance OTA's quality and safety performance.**

Baines Simmons provided an executive summary report outlining the key results from the QMD and high level SMS assessment. The report contained a prioritised action plan based on any areas considered suitable for enhancement including recommendations for system improvement based on wider aviation industry leading practices

The QMD assessed the major enablers, with each enabler contributing to the overall performance assessment of the Quality Management System. The diagnostic methodology assessed organisational, resource, process and human aspects that can impact performance, both positively as well as those areas of opportunity, which resulted in aggregate scores for each enabler.

The QMD allowed the Baines Simmons team to identify and classify activities across OTA business operations. Information was captured and documented from one-to-one interviews and group discussions with stakeholders from all relevant departments and examination of the QMS.

Our recommendations provided a range of fresh, independent and pragmatic insights that aligned with OTA's quality and safety objectives and defined how the most effective and sustainable improvements could be achieved for greatest ROI.

### Summary of Baines Simmons services utilised

#### Consulting Services

SMARRT® Quality Management Diagnostic

Safety Management System (SMS) Sampling Assessment

#### Training courses

TR02 Practical Skills for Quality Auditors (customised against ANAC regulations)

TR61 Senior Managers Quality, Airworthiness Safety and Regulations Workshop