

Strategic Consulting

Safety Management - Safety Leadership



SMS Delivery and Implementation Part 145 - Gulfstream Aerospace Corp. USA



Ahead of international SMS requirements, Gulfstream Aerospace wished to implement an integrated SMS across its Maintenance Repair Organisation (MRO) network to reduce risk. Baines Simmons led a consultation, design, analysis and delivery project to implement a Safety Management System (SMS) across the client's Part 145 MRO network with an assessment of how effective it would be in meeting international SMS requirements.

Client Profile

Gulfstream Aerospace Corporation (GAC) designs, develops, manufactures, markets, services and supports the world's most technologically-advanced business jet aircraft. Gulfstream employs more than 9,700 people at seven major locations across the USA, UK and Mexico: Savannah, Georgia; Appleton, Wisconsin; Dallas, Texas; Long Beach, California; Brunswick, Georgia; London, England and Mexicali, Mexico.

The Challenge

Baines Simmons was commissioned to design and implement the client's SMS with the following objectives:

- ▶ Reduce the number of high-profile maintenance-related events.
- ▶ Comply with international SMS requirements.
- ▶ Ensure continuity of its foreign approvals.
- ▶ Improve corporate performance in international markets.
- ▶ Create conditions for the right underlying organisational culture that would sustain development and operation of an SMS.
- ▶ Evaluate and identify critical areas of current operating risk in its aircraft service business and understand the potential barriers to SMS success.
- ▶ Identify and mitigate adverse cultural behaviours at all levels, across the entire service and production organisations to ensure a sustainable enterprise-wide SMS.

The Solution

Utilising a highly experienced team, Baines Simmons led and managed the entire project to provide global insight into international SMS standards and best practice implementation.

The project was approached in multiple phases using a combination of the Safety Culture Organisation Review Evaluation (SCORE) and the SMARRT Safety Management Diagnostic (SMD) tool at client sites.

As a result of this diagnostic approach, a formal SMS Steering Team was engaged and an SMS department established to manage the organisational change process.

An SMS Pilot Programme was established at a single service site to test the cultural change implementation methodology. The programme also 'tested' the SMS and de-risked the programme for future roll-out. As a result it was able to provide structured support to the leadership of the site and the broader organisation.

"We are delighted with the work carried out by Baines Simmons. Since we launched our SMS, we have experienced an 82% reduction in product damage in our facility. We have also seen a significant increase in hazard reporting and a reduction in the cost of quality year over year."

- VP/GM MRO Site

"This vision of SMS is a step in the right direction - it's one of our biggest strengths right now."

- Front-line technician

"The proactive position that Gulfstream has taken regarding safety and SMS is very impressive and is a credit to the management and employees."

- U.S. FAA

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- ▶ **Phase 1**
Specific observations, expert recommendations and SCORE/SMD data were presented in an executive level overview report and presentations at all client sites.
- ▶ **Phase 2**
Consisted of: Six on-site SMS training sessions for senior management teams; design of SMS requirements based on SMD findings; planning and design of the SMS manual across Gulfstream; design and implementation of the change management and communications strategy for the SMS programme and ongoing programme management and communications support for Gulfstream's SMS team.
- ▶ **Phase 3**
Consisted of: Design and launch of a 4-day SMS pilot programme for each Gulfstream site; finalising the SMS manual; conducting investigation training; assisting in Gulfstream SMS website design; designing SMS and business metrics and assurance processes for the SMS; assisting in the design and implementation of risk assessment tools/processes and ongoing programme management and communications support for Gulfstream's SMS team.

The Outcome

The project delivered a fully functioning SMS for the Gulfstream Aerospace aircraft service organisation with key outcomes as listed below:

1. The multi-phased programme served to establish a shared direction and set priorities for the senior management team at GAC in meeting their international aspirations of operating a recognised best-practice SMS across their Part 145 service network.
2. Generation of real value reports investigated with human-centred philosophies.
3. Appropriate 'people' and systems interventions have helped to reduce risk and to improve the business performance of the service sites. This has led to more efficient use of manpower, budgets and positive trends in key safety performance indicators.
4. Voluntary reporting has increased by 400% year-on-year for SMS operations.
5. Baines Simmons designed and developed an integrated SMS Manual (including a Safety Policy and a Safety Culture Policy) using an organisational change process designed to transfer ownership of the SMS policies to the organisation to enhance effectiveness.
6. A range of training packages were customised and successfully delivered by a dedicated knowledgeable team of training consultants.
7. GAC created an SMS newsletter for regular programme updates, executive engagement and feedback sessions to promote and recognise operational risk reduction.
8. GAC also recognised the importance of data management and has become the first US operator to acquire and implement the Q-Pulse enterprise SMS data management system.

Summary of Baines Simmons services utilised

SMARTT®

Safety Management Diagnostic and Safety Culture Survey

Consulting support

GAC - strategic safety management leadership and safety change support