

# Strategic Consulting

## Safety Management - Safety Management System



## SMS Leadership Development KLM Royal Dutch Airlines – Amsterdam



Baines Simmons was engaged by KLM's Accountable Manager to assist with the development of safety management competence across his leadership team in support of SMS airline integration.

**KLM wished to advance its organisational aviation safety risk management capability and enhance its corporate safety management decision-making process.**

**KLM needed to facilitate its safety leadership team towards a shared safety vision, SMS understanding and SMS review capability in order to coordinate future aspirations for operating an integrated airline-wide SMS.**

*"I am delighted with the support we as a safety leadership team have received from Baines Simmons so far.*

*"The consultants' knowledge and skill levels have engaged us and caused us to think hard about ourselves.*

*"I feel our safety leadership team is now closer and tighter; we all talking around the same principles and objectives.*

*"It has been a useful calibration exercise for us individually and collectively and has given us some great advice towards moving forwards.*

*"We are a large and complex organisation and their style and facilitative approach have been very impressive.*

*"We are undoubtedly in a better place to meet the new emerging challenges that SMS offers our industry and to deliver our world-class safety standard aspirations."*

Michiel van Dorst, Deputy COO,  
KLM

### Client Profile

KLM is the flag carrier airline of the Netherlands and is the oldest airline in the world still operating under its original name. KLM's hub is at Amsterdam's Schiphol Airport, out of which it operates worldwide scheduled passenger and cargo services employing over 30,000 employees.

### The Challenge

KLM sought to integrate safety and risk management across its eight major divisions and to build a shared vision of safety management across the organisation. To do this, the Accountable Manager required a strategic business-wide approach to the development of safety management leadership capability among his senior team. Through independent strategic and operational facilitation, KLM's senior management team were engaged through a leadership programme that established an SMS benchmark and developed a shared safety vision and safety strategy. This required a comprehensive and complex SMS maturity and gap analysis to be performed across all divisions. Adopting a consistent approach across the entire organisation assisted leaders to understand, identify and review the key safety management performance enablers and leading practices across five key SMS disciplines: safety leadership, safety assurance, safety culture, safety competency and safety capability.

### The Solution

Baines Simmons conducted the work through a number of facilitated workshops and presentations to the Accountable Manager, Post Holders, the Safety Quality Board (SQB) and Safety Quality Platform (SQP) management teams.

Our Safety and Risk Management consulting team delivered:

- ▶ A safety management workshop to the airline's Executive committee to establish a common understanding of the value of proactive risk-based decision-making
- ▶ A highly customised Senior Managers facilitated workshop to develop a shared and common understanding of safety management and risk-based decision-making capability. It enabled the Divisional Senior Managers to lead the development of their Divisional safety management plans

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- ▶ Accountable Manager one-to-one training and strategic safety risk management coaching to assist with the implementation of the recommendations contained in the final report

### The Outcome

The safety leadership facilitation programme was recognised and acknowledged across the organisation as highly valuable in assisting and engaging safety leadership to SMS improvement.

The programme raised significantly stronger awareness and developed conscious competence across the leadership teams of the challenges, requirements and development needs to be faced in meeting the airline's SMS integration aspirations.

The programme generated enhanced leadership confidence to own, build and drive divisional SMS programmes forward to meet the future SMS strategic objective of integration.

The SQB was strongly assisted in gaining a shared understanding and focus on the airline-wide SMS strategic objectives.

- ▶ Using the Baines Simmons Safety Management Risk Reduction Toolkit (SMARRT®) a structured and objective analysis of safety management performance, capability and maturity was assessed and the output shared and facilitated with safety leaders
- ▶ The output enabled the Accountable Manager to lead the creation of a revised and integrated KLM safety vision and to clearly articulate a vision of what safety management looks like to the leadership team; thus strengthening shared SMS strategy ownership at Corporate and Divisional level
- ▶ The Accountable Manager (with Excom/SQB support) has now been able to strategically-lead SMS implementation and to move towards a divisionally collaborative and integrated SMS with divisional leadership and ownership
- ▶ Divisional reviews were performed, discussed and processed with senior divisional managers so that the output of our diagnostic work was owned by these managers
- ▶ The executive summary of the final report provided senior management with holistic perspectives of the current SMS environment enabling them to better understand, discuss and focus on the current situation
- ▶ Above all, the Accountable Manager has been able to secure further commitment through clarity of direction (a clear safety management vision) and strong leadership, as well as through creating and sharing a common safety management strategy and objectives

The contents and discussions resulting from the workshops, meetings and analysis interpretations has generated a new prioritised direction for the Accountable Manager and senior divisional management teams.

On the ground, the divisions have been facilitated to lead their own SMS divisional planning in the wider context of KLM's safety strategy objectives.

### Summary of Baines Simmons services utilised

#### **SMARRT®**

Safety Management Diagnostic (SMD)

#### **Consulting support**

Strategy-level Safety Management Leadership Support