

Strategic Consulting

Safety Management - Safety Management System



Corporate & Divisional SMS Reviews KLM Royal Dutch Airlines – Amsterdam



Baines Simmons was engaged by KLM's Accountable Manager to conduct an independent review of KLM Royal Dutch Airlines' corporate and divisional safety management system (SMS).

With world-class safety management aspirations, KLM sought support in adopting and implementing a strategic-led approach to safety management.

The programme required an objective, comprehensive and consistent assessment of the current SMS maturity levels across its eight operational divisions, including KLM Cityhopper, to establish a base point for future development.

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

Despite having invested considerable time and resource in establishing an SMS, KLM was not satisfied that it possessed the desired performance levels to meet its world-class aspirations. The Accountable Manager required a complete in-depth maturity/gap analysis from which KLM's strategically-led integrated SMS could be further developed.

The primary aim of the SMS maturity/gap analysis programme was to provide KLM with a definitive 'Point A' position; in essence a clear *understanding* of where they were so that appropriate divisional implementation plans could be developed and refined.

This complex programme required a consistent, analytic approach across the entire organisation – both at a corporate level and divisionally – whereby key SMS enablers were reviewed and leading practices were identified across five key strategic areas of safety management: safety leadership, safety assurance, safety culture, safety competency and safety capability.

The Solution

Working with the KLM Project Manager, the Baines Simmons team of highly experienced SMS consultants from the UK and USA led and managed the programme and provided valuable insights to world-class SMS standards and recommended practices.

We conducted a Safety Management Diagnostic (SMD) using our Safety Management Risk Reduction Toolkit (SMARRT®) which provided a structured approach to the analysis of safety management performance, capability and maturity. This approach resulted in a meaningful and comprehensive analysis of KLM's existing SMS and provided a clear 'Point A' status (where they are now) of KLM's eight business divisions, including its KLM Cityhopper operation. Crucially, our programme was also designed to be capable of assessing KLM's readiness to move towards implementing an integrated, airline-wide SMS.

"We are delighted with the work carried out by Baines Simmons to date. They have successfully helped us to review our safety management systems across KLM – the most thorough review we have conducted.

"They used a very structured and effective approach to review our complex organisation, generate fresh perspectives and deliver feedback findings which have comprehensively engaged us.

"The high levels of strategic and operational engagement, detailed discussions and enthusiastic participation among our people throughout the programme highlighted the success of Baines Simmons' approach.

"They have played a major role in facilitating us on our journey to delivering our world-class safety standard aspirations."

Michiel van Dorst, Deputy COO,
KLM

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- ▶ Divisional reviews were performed with senior divisional managers to identify missing, underperforming and performing SMS elements
- ▶ The SMD generated conclusions across key strategic SMS disciplines: safety leadership, safety assurance, safety culture, safety competency and safety capability
- ▶ Specific observations, expert recommendations and gap analysis data were presented to the Accountable Manager and Executive level Safety Quality Board through a detailed report and presentation
- ▶ The report provided the Executive and Senior Management with holistic perspectives of KLM's current safety management environment, which enabled them to better understand, discuss and focus on the current 'Point A' situation
- ▶ Our recommendations offered a fresh and structured approach and clear priorities for the next stages of SMS development. In addition to industry-leading and regulation compliance criteria, divisional and corporate safety management capability was assessed and scored against KLM's own world-class performance aspirations
- ▶ The divisions were individually and collectively assessed for their capability and readiness to implement an integrated SMS, as well as for 'missing elements' of a performing SMS
- ▶ A strategic level safety management road map was developed to lead the way forward

The Outcome

Our consultative SMS maturity/gap analysis programme was recognised and acknowledged as highly valuable by KLM's Executive team. It provided the first comprehensive division-wide analysis of SMS maturity and assisted Senior Management to better understand the current status of their SMS as well as further areas of development required to operate a world-class SMS.

The final report summarised the key findings, analysis and recommendations of the programme and was well-received by the Executive and Senior Management teams during individual and group briefings.

Leading practice guidance was offered in the areas of safety strategy, vision, governance and leadership, and performance indicator measurements for communications, just culture and data management. Importantly, the contents and discussions resulting from the interviews and analysis interpretations has helped to prioritise direction for the Accountable Manager and Senior Divisional Management.

On the ground, many new initiatives and developments have been implemented since the programme started.

Summary of Baines Simmons services utilised

SMARRT®

Safety Management Risk Reduction Toolkit

Consulting support

Strategic Safety Management Leadership Support