Safety Leadership – From Push to Pull?

Bob Simmons, Colin Russell

27 June 2017
Safety from *push* to *pull*

- The emerging shift in the leadership and ownership of safety, from Safety regulation to Safety Leadership; why now, and where next for protecting our organizations from harm?
- Aviation safety success to date has been built on failure and adverse events
- but...we don’t have enough accidents to get safer, so what now?
The Ages of Safety

Global rate of accidents involving passenger fatalities per 100 million passenger miles, scheduled commercial air transport operations, excluding acts of unlawful interference.
EASA & Non EASA CAT Rates

- Non-EASA MS - Fatal Accident Rate (per 10M departures - ICAO)
- EASA MS - Fatal Accident Rate (per 10M departures - ICAO)
EASA Offshore Fatalities & Injuries

Figure 15 Offshore fatalities and serious injuries 2007-2016
“Occurrences and incidents are down, the Regulator say we’re compliant and we have a reduction in audit non-conformance findings, of course we are safe...”
Aviation safety needs to be managed proactively by all actors.

Safety management allows room for innovation and flexibility: It is less about describing what to ‘do’ and more about how to ‘achieve safety’ – Patrick Ky
A Business-led Approach to Safety

Who’s navigating in your company?
Typical undesired outcomes (harms)

- Loss of life or injury
- Damage to property
- Loss of reputation
- Loss of customer
- Exposure to censure (corporate manslaughter)
- Demise of the business
- Interruption to normal ops
- EC261 claims
- Loss of assets
- Loss of IOSA accreditation

- Loss of Operational Capability
- Environmental harm
- Impaired capability
- Lost market opportunity
- Low staff morale
- Limitation or loss of regulatory approval
- An aircraft accident with causal factors originating from our system
- The cost of litigation
- Insurance premium increase.
In summary then

- We need to look to our leadership, rather than the regulator
  - We need to look, and be allowed to look for opportunities to improve, to innovate
  - We have to care about our people, our safety performance, and our business performance together
In 10 years time - perhaps

- There will be clear leadership pulling ever improving safety performance, so that they deliver the best possible organisational output, financial or operational.

- Organisations will have clear pictures of how much harm they are suffering and why, and also where the improvements need to be made.

- Teams will build on success, working on maximising the great stuff they do every day.

- Regulators will be learning from organisational improvements, openly rewarding innovation and recognising enhanced safety performance.
Copyright

All rights reserved. This document is provided for information purposes only. All paper or other copies of workshop manuals, exercises and presentation materials are supplied only for the personal use of delegates.

Whilst some of the material delivered within the presentation is in the public domain, the majority is either directly copyright protected by Baines Simmons Limited or the method of delivery remains the Intellectual Property Right of Baines Simmons Limited. No part of this document shall be reproduced or utilised, in any form, or by any means, including photocopying or recording by any information storage and retrieval system for the commercial benefit of the delegates or any third party.

Baines Simmons Limited makes every endeavour to ensure the accuracy of this document but does not accept liability for any errors or omissions.

All requests for permission to use copyright material, other than as stated above, shall be made in writing in the first instance to: Baines Simmons Limited, Aviation Safety Centre, Fairoaks Airport, Chobham, Surrey, GU24 8HX, United Kingdom.

© Baines Simmons Limited 2017