



Strategic Consulting | Safety Management System



ISMS Maturity Assessment: Second Diagnostic- Schiphol Airport Safety Study

In 2019 Baines Simmons was engaged by the Program Director of the Integral Safety Organisation at Schiphol airport to conduct a study into the maturity of their Integral Safety Management System (ISMS). The study was required to provide assurance at strategic level, under a directive from the Dutch Government and was part of a 3-year, recurring annual engagement to undertake further studies into ISMS performance.

In 2020 we were tasked to assess Schiphol Safety Management Systems following the government safety covenant as well as the ABL (National Authority Aviation Reporting Analysis Department). For this second diagnostic our task was to measure their progress since the first diagnostic and deliver a comprehensive report of our findings. As part of the diagnostic we ran focus groups of varying sizes with a mix of personnel including the executive team, their safety review team and those in functional core safety roles. With the restrictions brought about due to the COVID-19 pandemic we delivered this second diagnostic virtually, meaning focus groups, workshops and one to one interviews were all held online rather than face to face.

SUMMARY OF BAINES SIMMONS SERVICES UTILISED:

SMART®

Safety Management
Diagnostic (SMD)

CONSULTING SUPPORT

Strategy-level Safety
Management Leadership
Support

Client Profile

Amsterdam Airport has regularly appeared in Europe's airports list in terms of traffic and number of flights as, prior to 2020 the airport served almost 50 million passengers per year and ranked as the 6th largest in terms of international traffic.

Organisations across Schiphol airport, KLM, ground handlers, air traffic control, for example, are collectively part of The Integral Safety Management System (ISMS), an organisation set up to supplement the safety management systems of individual companies at Schiphol, complementing them by focusing on the overall risks with Schiphol's operations. The ISMS has set out a clear Safety Improvement Roadmap, a working document that aligns all parties on shared goals (see www.integralsafetyschiphol.com for more information)

Whilst the ISMS is not a regulated entity, the organisation exists to enhance safety across the interfaces of the partners, and is mandated by a government covenant as part of the State Safety Programme. At the time of the initial Baines Simmons study, the ISMS had been in place for just over 1 year and during this period had concentrated on developing and implementing the Management System.



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The Challenge

Using the EASA Management System Assessment Tool (MSAT) Baines Simmons first undertook a study to assess the maturity and performance of the ISMS organisation in 2019.

In 2020 we undertook a follow up assessment, to measure the progress made and provide a comprehensive report outlining our findings. All parties considered that the virtual approach was successful and did not detract from the ability to conduct a robust and detailed diagnostic.

With the significant changes to the aviation industry brought about by COVID-19 Schiphol were forward thinking in their commitment, despite the challenges of the time, dedicating resource to facilitating the diagnostic and proactively planning for safety over the coming year.

The Solution

Using highly experienced consultants, Baines Simmons conducted the study using many of the principles of our proprietary SMARRT MAP methodology to determine performance against the EASA MSAT.

Our consulting team delivered:

- An evidence-based assessment of the current ISMS performance. This was achieved through document reviews, extensive and detailed online interviews and an expert analysis of the information gained.
- A detailed and accurate report of ISMS performance, using extensive and compelling evidence to support the EASA MSAT scores.



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The Outcome



The ISMS study, as an initial assessment, was recognised and acknowledged across the organisation as highly valuable and industry leading in assisting further improvement.

It also provided valuable assurance evidence to the Minister of Transport and the Dutch Safety Board regarding the maturity and performance of the ISMS organisation as an essential part of Schiphol airport's future.

The programme raised significantly stronger awareness of some of the interface challenges that the ISMS organisation needed to manage in the future.

The programme also generated enhanced leadership confidence to further develop the ISMS organisation to support robust safety management across all stakeholders for the future of Schiphol airport.

Aside from assurance at strategic level, diagnostics have great added value, because they give a clear direction in how to improve ISMS, and feedback on how successful improvement is.

"The EASA MSAT indicators are very valuable in guiding SMS development, and having Baines Simmons do the diagnostics proved to be very effective in achieving concrete improvements of our ISMS."

Jasper Daams, Program Director
Integral Safety Organisation,
Schiphol

For Schiphol, an important recommendation from the first diagnostic related to measuring the outcomes of safety improvement actions. They worked on this by introducing structural evaluations of improvement measures, and this was recognised in the second diagnostic.

Following the completion of the final report a positive de-brief session was held with the Safety Review Team. This session highlighted both the inherent benefits gained from undertaking the diagnostic as well as validation of the work they'd been doing. The diagnostic showed that, despite the crisis going on around them with COVID-19, they were still improving, and the measures they'd taken were still effective.

We look forward to undertaking the third diagnostic with Schiphol as they continue their Safety Management System maturity.