Moving Beyond Compliance to Performance: How Prepared is Industry?

Insights into the aviation industry’s readiness to tackle the challenges of safety management performance.

PLUS: Delegate feedback on the Symposium, 2016 Workshops and Safety Performance Measurement Tool - SMARRT MAP-MI

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This report is based on a survey conducted among 140 aviation safety professionals at the 4th European Aviation Safety Symposium in November 2015
Foreword

Baines Simmons would like to thank all delegates at the Fourth European Aviation Safety Symposium who contributed to the debate and listened to new thinking about our industry’s paradigm shift to move beyond regulatory compliance to safety management performance.

The Symposium showcased the importance of safety management performance and practical examples of implementation and improvement from across the aviation industry. These were demonstrated by people at the sharp end of major airlines, maintenance repair organisations, defence organisations and regulatory authorities.

Created to provide a stimulating and thought-provoking forum for industry to discuss the very latest challenges it faces in moving beyond compliance to safety management performance, the Baines Simmons Symposium has become recognised as one of the most important, independently organised events in the aviation calendar. Its aim was to:

**Challenge accepted thinking** about the traditional approach to aviation safety management

**Inspire new ideas** on how to move an entire organisational mindset from traditional compliance to progressive safety performance improvement

**Help benchmark** organisations’ safety management performance against other industry players

**Improve understanding** of safety management performance, how it will enhance risk-based decision making at all levels of an organisation and how it can contribute value to business performance.
Introduction

The Symposium Survey

The Symposium was attended by almost 200 senior aviation professionals, representing 140 major aviation organisations from across Europe, Asia and Australia.

Our survey sought to better understand the drivers, enablers and inhibitors that secure safety management performance and was designed to reflect the Baines Simmons approach to managing organisational safety performance using our proprietary SMARRT MAP™ model.

Following each Symposium presentation, key related questions were posed to which delegates’ anonymous views and opinions were collected using an automated digital voting system. Instant survey results were immediately shared on the screen. The survey results were based on the delegates’ personal perceptions of their organisations and the current status of the aviation industry in general.

Symposium Speakers

The aim of this Report

Safety is the aviation industry’s top priority. IATA’s Annual Review 2015 contains a number of measures that all indicate that aviation continues to get safer. Safety management performance is a new development to help the industry protect its safety track record as the skies get busier.

This report provides top level insights into the industry’s current status of development and maturity regarding safety management performance. The comments and insights presented have been deduced from the actual survey results and Baines Simmons’ own experience and understanding of how to effectively manage safety risk to achieve high performance.

In addition, Baines Simmons has produced a complementary, confidential report which comprehensively analyses all the responses gathered on the Safety Performance survey.

If you are interested in finding out more, please contact consulting@bainessimons.com.
Key Findings

1. Regulators are driving towards performance-based oversight, yet over a third of organisations currently have low aspirations to go beyond compliance to performance.

2. Nine out of ten organisations agree that compliance alone is not enough to ensure safe operations.

3. Nine out of ten organisations believe safety performance can deliver significant financial benefits.

4. Less than one in ten organisations have a very clear understanding of how effectively their safety management system is performing.

5. Safety performance does not yet have the same weight and fidelity as financial performance in the boardrooms of nearly 75% of organisations.


7. Almost seven out of ten organisations believe that there is a lack of trust between frontline staff and senior leadership on safety issues, putting into question their performance of a Just Culture.

8. The vast majority of organisations feel they are only ‘somewhat’ effective at managing the risks inherited from third parties.

In today’s fast moving aviation world, the long-term financial benefits of safety management performance are increasingly being recognised as strategic and operational factors for success. Busier skies, greater competition, higher demands for higher fleet utilisation and greater operational capability all place increasing pressure on safety and its management. The aviation safety world has moved in the last five years from seeking a better understanding of how safety management systems (SMS) work to securing their effective performance.

For many organisations, safety management performance is now regarded as a key tool for ensuring the right balance is struck between balancing commercial or operational demands with protecting their people, assets and reputation from harm.

Driven by regulatory changes to operate an effective safety management system, safety management performance is becoming a growing industry priority as organisations start to create safety strategies, secure budgets and win board commitment to long-term safety performance investment programmes.
Significant Safety Performance Trends

Safety Leadership

The majority of organisations do not believe they have a clear vision for safety, with up to 70% of aviation professionals reporting that their organisations do not have a strategy to drive safety improvements. It is clear from the survey that while industry leaders may be asking for safety, they are not strategically aligned in implementing operational improvement solutions. The balance between commercial and operational demands and protection from harm is often skewed in favour of financial concerns. Ironically, this may be at the real cost of organisational profitability. Most organisations still need a clear vision and strategy for safety performance, underpinned by safety conscious active leadership at all organisational levels. Furthermore, safety management performance is currently far from being fully understood by the board or monitored to the same fidelity levels as financial performance.

Safety Competence

It is apparent from the survey results that personnel performance management systems rarely manage and appraise safety competence; this lack of systemic management of safety competence is likely to be seriously hampering an organisation’s ability to operate effective safety management systems or carry out effective risk-based decision making.

Safety Culture

Trust between the senior leadership team and front-line staff is immature or only weakly established in the majority of organisations and this is further reducing an organisation’s ability to learn and manage the real risks it is facing. Safety culture is cultivated from an active safety leadership team being visibly engaged with a ‘just’ culture, but our survey suggests that this is far from an ideal state for many organisations. In fact, the vast majority of organisations felt their leadership had not established effective goals for the development of a safety culture.

Safety Management Assurance

There is a level of drive to seek measurable safety performance improvements in many organisations, but with the majority of aviation professionals reporting ineffective performance measurement, many organisations are inhibited and not targeting safety management performance. Therefore, understanding of the real risks remains undefined and unattainable. It would appear that safety management assurance remains a misunderstood and immature element of safety management performance in many organisations.

Safety Risk Management

The over-arching aim of the management of safety is to empower organisations to make effective risk-based decisions across all levels of the organisation. It is the safety risk management systems that are the poorest performing in our survey, with most aviation professionals reporting that decisions are made primarily on perception rather than evidence - leading to poor confidence that risks are being effectively managed. Furthermore, workforces remain unclear on the contentious balance between ‘production’ and ‘protection’ and may therefore be taking undesirable and unreported risks.
While there is broad agreement that compliance alone is not enough to achieve safe operations, the aspiration to go beyond compliance to performance is still relatively low for most organisations – despite the vast majority acknowledging that safety performance has the potential to deliver significant financial benefits. Encouragingly, prioritising the need to build the capability to make risk-based decisions appears very strong, however both the concept of safety performance and how it is measured appear to be ill-defined. In summary, although buy-in for safety performance has been achieved, translating this philosophy into an operational reality is still a significant industry challenge.

The key findings of our voting survey, alongside our interpretation of their significance, are presented below:

1. **How strongly does your organisation aspire to go beyond compliance to performance?**

   Some 60% of aviation professionals believe that their organisations have no or very little aspiration to move beyond regulatory compliance, losing out on the commercial, financial and operational benefits it offers.

2. **Does regulatory compliance alone ensure safe operations?**

   Almost 90% of aviation professionals believe that compliance alone will not ensure safe operations.

   The vast majority of aviation safety professionals share a similar view: “Safe Operations = Compliance + Performance.”

3. **Can safety performance deliver significant financial benefits to an organisation?**

   Over 90% of aviation professionals strongly believe that increasing the level of safety performance contributes to financial benefits in the organisation.

   Safety performance is not just a necessary overhead cost to the organisation but has the potential to be a positive financial contributor to business performance.
4. **Our organisation has a picture of how well our safety management system is performing**

Over 90% of aviation professionals have an incomplete understanding of the performance of their safety management system.

The vast majority of aviation organisations are still maturing their capability to understand how well their safety management systems are performing.

5. **Safety management performance is too ambiguous to be meaningfully measured**

At least 70% of aviation safety professionals believe that safety management performance is an unclear concept for effective measurement.

The vast majority of aviation safety organisations seek greater clarity and effective measurement criteria for safety management performance.

6. **Building a risk-based decision making capability is a priority in our organisation**

Nearly 60% of aviation safety professionals believe their organisation has placed a significant priority on building risk-based decision making capabilities across their organisations.

However, a significant number of aviation safety organisations have yet to explicitly decide and prioritise the importance of risk-based decision making as a strategic safety goal. Therefore, while there is good intent to manage risk, the organisational capability to do it is unlikely to be aligned.

7. **Our organisation is preparing for performance-based regulatory oversight**

Only 10% of aviation safety professionals perceive their organisation to be well prepared for performance-based oversight.

The vast majority of aviation safety organisations consider themselves to be less than ready, suggesting there are still high levels of ambiguity about the necessary processes, procedures and oversight. This is combined with unclear organisational commitment to realise the benefits.
Benchmarking Safety Performance against the SMARRT MAP™

Our survey sought to better understand the drivers, enablers and inhibitors that secure safety management performance. Delegates gave their (anonymous) answers to a series of questions which were designed to assess current thinking across all the key areas of the Baines Simmons SMARRT MAP™. The survey results were based on the delegates’ personal perceptions of their organisations and the current status of the aviation industry in general.

Clarity on what drives and influences safety management performance is essential. High safety performance is secured through an organisational commitment to operate effective safety performance enablers that power the capability to operate effective protection systems within the safety management system.

The Baines Simmons SMARRT MAP™ is an Organisational Safety Performance model that illustrates the relationship between the four core safety management systems and five key performance enablers. It is people- and system-centric and focussed on the ‘human in the system’.

For further insights and details, please contact consulting@bainessimons.com
Performance through active Safety Leadership

Summary and Insights

Our survey suggests that most aviation organisations believe that safety performance does not happen without active safety leadership. However, the results show that many organisations feel they still have some way to go to achieve the necessary engagement within their organisations. It would seem that safety leaders are still relatively immature in their ability to proactively define and execute an effective safety vision and strategy. It is also strongly agreed that safety management performance in the boardroom still has further to go to match the resources, weight and fidelity of financial management performance, hampering their ability to switch on the capability to effectively ensure safe operations while meeting operational and/or business goals - described as navigating the ‘production’ versus ‘protection’ safety space.

Active Leadership is fundamental to delivering safety performance. Safety leaders should be skilled at providing direction, motivating and inspiring positive safety behaviours; they need to be credible, action-orientated, visionary, accountable, collaborative and communicative, providing feedback and recognition to all levels.

As shapers and guardians of a proactive safety culture, senior management has a responsibility to steer a safe path between operational and commercial productivity and protection from harm through the effective management of safety.

To fulfil this role, safety leaders need to be able to effectively demonstrate high performance maturity across a range of key leadership activities:

- **Direction** – providing a clear safety vision, strategy and objectives
- **Accountability** – taking ownership
- **Engagement** – inspiring people
- **Execution** – implementing objectives
- **Improvement** – enhancing safety

How well is your Board’s safety vision defined?

Nearly 60% of aviation safety professionals do not believe their organisations have a clearly defined safety vision.

The majority of aviation safety organisations have not effectively established a directional statement for their organisation’s future safety management performance.
Performance through managed Safety Competence

Summary and Insights

The effective definition and appraisal of safety competence cannot be underestimated and is key to understanding how to achieve performance in the management of safety. However, what, why and how people need to perform safety in their organisations is not fully understood, defined or assessed in the majority of organisations. The underlying systems and processes to support the proactive management of safety competence are also considered relatively weak by many of the respondents. The impetus for improving safety competence needs to come from systematic identification of competence gaps and a stronger understanding of safety performance from management. The relatively low results reflect the general consensus that the senior leadership team needs to be more proactive in continually driving safety competence improvements throughout the organisation.

Managed Competence is an organisation’s ability to systemically develop, manage and continuously improve people with the appropriate skills, knowledge and attitude to effectively perform their safety-related role in line with the overall business and safety strategy. To manage safety competence across an organisation, the organisation needs to be able to effectively demonstrate high performance maturity across a number of key competency management activities:

- Framework – establishing definitions
- Assessment – operating appraisals
- Development – training and CPD
- Performance Management – managing people
- Continuous improvement – organisational learning

Collectively, these elements give an organisation the vital ability to develop, manage and sustain safety performance through competent, professional people.

How well defined are the knowledge, skills & attitudes required to manage safety in your organisation?

Nearly 60% of aviation safety professionals believe their organisations operate with a less than well-defined understanding of the key areas of knowledge, skills and attitudes that are required for managing safety across their organisation.

Only 1:20 organisations believe they have a strong safety competence framework for effective safety performance.
Performance through *proactive* Safety Culture

**Summary and Insights**

The survey results identified a relatively low level of trust between front line staff and senior leadership on safety. There were a significant number of responses that indicated that organisations’ leadership teams were still weak in their direction-setting for achieving an effective safety culture. The results suggest that the full benefits of learning and questioning from within a performing safety culture were yet to be achieved for the vast majority of organisations. In fact, most organisations have still to fully develop their hazard reporting capability and effectiveness. Effective safety culture is the vital ingredient for organisation-wide engagement, connection and performance of safety management, motivating people (the human in the system) to be responsible for safety and not simply relying on policies and procedures.

A Proactive Safety Culture encompasses an organisation’s commonly held perceptions and beliefs regarding safety and has the potential to significantly influence people’s behaviour. It is founded upon a Just Culture in which individuals freely and openly share safety-related information in an atmosphere of trust, born from a sense of justice.

Creating a proactive Culture requires leaders and managers to establish and demonstrate high maturity performance levels in each of the following safety sub-cultures:

- Just Culture
- Reporting Culture
- Flexible Culture
- Questioning Culture
- Learning Culture

**How effective is your organisation at identifying and reporting hazards vs. events?**

Up to 60% of aviation safety professionals perceive their organisation operates with only a limited capability to effectively identify and report hazards (proactive) as opposed to focusing on events that have already happened (reactive).

 Barely one in ten organisations have a mature safety culture that goes beyond event reporting, enabling higher levels of predictive risk-based decision making capability.
Performance through robust Safety Assurance

Summary and Insights

The survey results suggest that safety management assurance (as distinct from compliance monitoring/quality assurance) is relatively immature with the benefits largely misunderstood in the vast majority of organisations. Indeed, more than half of the respondents indicated that they lacked confidence in their assurance activity in contributing to safety performance improvement. In the case of assuring against third party risk, confidence was particularly low. This suggests that the capability of many organisations to evaluate the performance of their safety management systems (and therefore to understand any latent risks or vulnerabilities) is limited because of weak performing safety assurance activities.

Assurance is managed through an established and agreed assurance programme, executed through reliable processes, professionally evaluated and objectively reported. Its findings and outputs are organisationally managed and actively seen to drive value-adding continuous improvement activities.

Robust Safety Assurance is the planned and systematic actions necessary to give an organisation confidence that it meets or exceeds legal, regulatory and the organisation stated safety requirements; it should be an intrusive and enquiring approach to assessing safety performance – not simply an administrative ‘box ticking’ exercise.

Creating and sustaining a Robust Assurance activity requires performance of five key elements:

- Assurance Programme
- Assurance Process
- Assurance Evaluation & Reporting
- Assurance Management
- Continuous Improvement

How effectively is your safety assurance contributing to safety performance?

Over 66% of aviation safety professionals perceive their safety assurance activities do not contribute – or only contribute in a limited way - to effective safety management performance.

The majority of aviation safety organisations have not yet matured their safety assurance programmes to provide effective oversight of safety management in their organisations, suggesting that they are failing to provide adequate confidence levels to the Executives they serve.
Performance through effective Regulatory Compliance

Summary and Insights

While the vast majority of aviation organisations are confident that their accountabilities and responsibilities for compliance are clearly documented, most do not believe that regulatory compliance alone will ensure safe operations. It is also clear that the majority of organisations experience a ‘conflict’ between compliance and commercial business pressures, with many feeling they are not fully effective at managing these pressures. Understanding and evaluating the full cost of non-compliance is clearly an area for improvement in many organisations.

Our results suggest that operating high performance regulatory compliance management systems is yet to manifest itself in organisations as a powerful aid to achieving safety and financial performance. While most organisations still have a heavy reliance on policies and procedures to provide the majority of evidence for regulatory compliance, many have yet to embrace the benefits that an effective regulatory management system can bring.

Based on a comprehensive understanding of both the regulatory content and intent, the Regulatory Compliance Management System applies a compliance and performance-based management oversight across the management system.

Through a structured approach of progressive management system elements that include: Compliance Framework, Organisational Structure, Process and Standards, System Controls and Measurement and Reporting, performance can be evaluated and monitored. This enables you to know how effective your management system is at ensuring your organisation is compliant.

A performing Regulatory Compliance Management System provides confidence that your organisation is able to understand, intelligently adopt, assess and continually improve its ability to meet and manage its legal and regulatory ligations, ensuring a baseline level of safety and protection from harm.

How well is the business cost of non-compliance understood?

Over 60% of aviation safety professionals believe their organisation operates with an inadequate or less than strong understanding of the business costs of non compliance.

The majority of aviation safety organisations are yet to mature their financial understanding of non-compliance and hence carry these invisible costs as lost overhead expenditure, losing the capability to use ROI business cases for gaining investment in profit improvement opportunities.
Performance through effective Human Factors and Error Management

Summary and Insights

The survey suggests that encouragingly, many organisations have a reasonable human factors and error management capability, with the majority being confident that their investigators are competent in identifying human performance-influencing factors and solutions. However, the effectiveness of organisations’ HF&EM systems is seen as variable with many delegates considering their organisations to be somewhat or not at all effective at analysing hazard reports or prioritising investigation by risk rather than outcome. Clearly, the benefits of having a performing HF&EM system is to enable interventions to be fully effective; however, the majority of organisations feel they were relatively weak in consistently considering the ‘total system’ rather than the individual task when applying interventions. Prioritising the development of an effective HF&EM system will ensure organisations focus on the right areas of cost, spend, intervention and improvement.

A proactive HF&EM System gives an organisation the ability not only to reduce and contain error, but also to manage these activities so that they continue to work effectively, providing enduring organisational learning, effective interventions and an appropriate level of safety protection.

Through a structured approach of progressive management system elements that include: Reporting, Investigation, Intervention, Feedback & Promotion and Continuous Improvement, performance can be evaluated and monitored.

Collectively, these elements should reduce, and wherever possible, remove performance-influencing factors which can have a detrimental and undesirable effect on human safety performance.

A performing HF&EM System proactively responds to identified risks and actively seeks to integrate HF&EM in a total safety manner across Design, Manufacture, Operations and Maintenance.

How competent are your investigators in identifying human performance-influencing factors and solutions?

Nearly 55% of aviation safety professionals believe their investigators are mostly or very good at identifying human-performance factors and solutions to events that have occurred.

On the other hand, four in ten organisations felt that they had only somewhat or no competence in this area at all.

![Graph showing investigator competence](image-url)
Performance through effective Safety Risk Management

Summary and Insights

At a conceptual level, most organisations largely appreciate the benefits of risk-based decision making and are supportive of the industry’s move towards performance-based oversight, although only 10% are actively prepared for it. Just over half of organisations in our survey were not fully confident that their safety risk was being effectively managed by their executive team. The large majority of organisations concurred that they were ineffective in using their data to inform risk-based decision making and were also weak at deploying risk assessment tools and processes. The performance of risk management in organisations is still immature in its development and application. Organisations face a number of key challenges in this field: being able to use data to make risk-based decisions; knowing how to positively harness the low confidence among employees to recognise and stop perceived unsafe activities and knowing how to improve low confidence in their ability to apply risk assessment tools.

A Safety Risk Management System comprises the combination of people, processes, procedures, structures and resources needed by an organisation to identify hazards and understand and effectively manage all safety risks.

Through a structured approach of progressive management system elements that include: Hazard Identification, Risk Assessment, Mitigation & Risk Control, Risk Monitoring and Emergency Response; performance can be evaluated and monitored.

A performing Safety Risk Management System provides an organisation with a proactive capability to manage safety risk, effectively balancing production demands/conflicts (e.g. on-time departure, manufacturing deadlines etc) with acceptable and appropriate levels of safety protection – so that the organisation is effectively protected from harm.

How important is performance-based oversight in driving safety risk improvement?

Over 70% of aviation safety professionals believe that performance-based oversight has a major role in driving safety risk improvement, with a further 26% recognising its importance as being somewhat relevant.

The majority of aviation safety organisations therefore seem aware of and positive about the benefits of performance-based oversight.
The Symposium Experience

Justifying two days away from your day job is never easy, especially in today’s budget-conscious world. And, with so many industry events to choose from, how do you decide which ones to attend?

Feedback from some 200 senior aviation professionals was gathered at the end of the Symposium to help understand what worked, and what we can improve for next time.

The results are better than we could have hoped for.

Thank you to everyone who attended and gave such positive and affirming feedback.

Q. How would you rate the overall Symposium experience, taking into account the booking process, venue, content, value for money and how it compares with other conferences/symposiums?

From start to finish, the Symposium delivered a great delegate experience, earning its reputation on the industry calendar as an event well worth attending.

Q. Overall, how many marks out of ten would you give the Symposium?

Over 85% of delegates rated the Symposium as very good or excellent, with delegates giving it an average score of 8.8/10.

Q. What were your top three reasons for attending the Symposium?

It was an excellent opportunity for networking, learning and sharing of information...
Q. Were your reasons for attending broadly satisfied?

The vast majority - 95% of delegates – were broadly satisfied with the event, agreeing that their personal objectives for attending were achieved.

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Q. How much will the learning from this Symposium help you back at your workplace?

It was a great forum for providing something valuable to take back into the workplace... Knowledge, practical solutions and inspiration were the key take-aways from the event.

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Q. How would you rate the GALA Dinner and Performance in Aviation Safety Awards?

The Performance in Aviation Safety Awards gala dinner received a 100% rating – everyone enjoyed the event, which provided for an evening of great entertainment.
Moving beyond Compliance to Performance: How Prepared is Industry?

Our new SMARRT MAP-MI online self-assessment tool, launched at the Symposium, is used for measuring safety management performance. To date, more than 30 organisations have logged in to give it a try.

Designed as a simple to use self-assessment questionnaire, the SMARRT MAP-MI measurement tool helps you to understand how well safety is managed across your organisation so that areas for improvement can be identified, prioritised and put into action.

How can it help you?

Underpinning our SMARRT MAP™ safety management philosophy, you can:

- Find out more about the maturity of your management systems
- Benchmark yourself against industry
- Identify, prioritise and activate areas for improvement
- Monitor your progress
- Produce credible safety reports

Completing your self-assessment

You can access the survey at www.SMARRTMAP-MI.com. Once you have registered your details to create an account, you can return to your assessment at any time. Once complete you will receive a summary of your answers along with a visual representation of your organisation’s current levels of performance across all nine areas of the SMARRT MAP™. Your results will be saved to enable you to maintain a record of your past assessments and monitor your organisation’s progress over time.

How to get the most out of your self-assessment

Please answer the questions based on your current, rather than desired state. While it is possible to complete the assessment independently, in order to understand your current status fully we recommend you consider undertaking a team approach to your assessment. Members of your Safety Action Group or Safety Review Board are ideal candidates.

Confidentiality

SMARRT MAP-MI is a free-of-charge and confidential service provided by Baines Simmons. Your answers will not be shared with any external third parties under any circumstances. We will anonymously use your data in an aggregated form to inform benchmarking studies. Please refer to our privacy policy on our website www.bainessimmons.com for information on how we use and protect information provided to us.

Visit www.smarrtmap-mi.com and start to measure your organisation’s performance today.
Come to our Free Safety Management Performance Workshops in 2016

Day two of the Symposium provided delegates with the opportunity to attend workshops to discuss and debate some of the key challenges facing your organisations. The workshops were facilitated by Baines Simmons and supported by our speakers and guest contributors. The workshops were highly interactive and shone the spotlight on performance by collaboratively sharing insights, experiences and best practice.

We are pleased to offer a number of follow-up workshops in 2016. Highly interactive and limited to a maximum of 12 people to ensure greater interaction and networking, the workshops below will all be held at our Aviation Safety Academy, Fairoaks Airport.

For further details and to book, please contact training@bainesсимmons.com or call +44 1276 855 412.

**Workshop 1**
How to measure and enhance your safety culture
- How to create a Safety Culture that enables proactive and predictive safety management
- Find out if and how Safety Culture can be measured
- Gain ideas on how to build a safety culture improvement plan

**Workshop 2**
How to enhance your business performance through ‘effective’ safety risk management
- Discuss how best to achieve sound Safety Risk Management in your workplace
- Understand how to instigate proactive interventions and use predictive data to enable intelligent risk-based decision making from the boardroom
- Gain ideas on how to build an effective safety risk management system

**Workshop 3**
How to be assured that your safety management system is ‘effectively’ protecting your business
- Understand the importance of safety assurance as the holistic management of safety - not just quality or compliance monitoring
- Find out how to get the confidence that you are managing safety effectively in your organisation
- Gain ideas on how to build an effective safety assurance activity
Workshop 4
How to build active safety leadership, securing boardroom engagement to ‘effective’ safety performance

- Discuss why active Leadership is fundamental to delivering safety performance
- Understand why leaders need to provide direction through communicating a clear vision and providing support through motivating and inspiring the right behaviours
- Gain ideas on how to switch your boardroom on to safety performance management

Workshop 5
How to drive performance in your regulatory compliance management system

- Understand why regulatory compliance is more than a tick in the box to satisfy the regulator
- Debate how effectively your organisation is set up to comply with the regulations
- Gain ideas on how to create an effective management system for regulatory compliance

Workshop 6
Understanding and using the SMARRT MAP-MI Tool: How to measure performance

- Understand how this tool can be used to facilitate internal understanding of safety performance management
- Debate how your organisation benchmarks against industry peers
- Gain ideas on how to improve safety management performance

Workshop 7
How to maximise CAMO/Continuing Airworthiness Performance

- Understand what a high-performing CAMO looks like
- Understand the drivers for CAMO performance improvement, including the potential impact of forthcoming regulatory change
- Gain ideas on how to improve aircraft reliability and availability; minimise EC261 compensation claims etc

Workshop 8
How our FAiR® System can help to build a Just Culture

- Learn how to use the FAiR® System
- Understand how FAiR® supports the development and sustainment of a Just Culture
- Gain ideas on how to improve the performance of your Just Culture and build organisational trust

For further details and to book, please contact training@bainessimmons.com or call +44 1276 855 412.
Fabulous Symposium Feedback!

Now that my safety team and I have settled back and returned from being at the ‘Safety Oscars’ I just wanted to say a few words...

I’d like to THANK YOU for such a brilliant two day event, not only myself but more importantly my team also feel it was a great initiative to bring together companies from all parts of the world and I’m sure it will make a huge difference to everyone that attended. It was a great way forward for those of us who share a common goal to help increase and maintain better SMS’s in our industry by ensuring we perform and not just comply.

I can honestly say that this was most successful in terms of networking with colleagues and allowing time for people to really interact - not to mention the wonderful hospitality that we were shown. I think you can say you have very much achieved the aim and far more!

**Harry Harrad, Airside Safety and Compliance Manager**
**London City Airport**

You guys did a great job with the conference. I heard lots of good comments and conversation – so you definitely got people thinking!

**Gretchen Haskins, Chief Executive Officer**
**HeliOffshore**

I personally took a lot away from the two days and really enjoyed the format and flow of both days and in particular the diversity and quality of the speakers...

**Stephanie Shaw, Safety Programme Manager**
**UK CAA**

The Symposium was absolutely fantastic and was everything I could have hoped for and more.

**Cpl John Rooke, Air Safety Cell 5 Regt AAC**
**JHC**

I just wanted to thank you and all the team at Baines Simmons for a fantastic event last week. It was a breath of fresh air to see that we weren’t the only organisation working hard at improving the levels of safety. It’s given a new lease of life to the journey we are on and made that distant utopia seem all the closer and achievable. That being said there is still a huge amount of work to do.

The speakers delivered concise messages which resonated through what we are dealing with here at Cambridge. I could have listened to some of the journeys all day...

**Alex Spinks, Health, Safety and Environment Manager**
**Marshall Aerospace and Defence Group**
Now that the dust has settled post return to work, I wanted to write and say thank you... I found it very informative and I hope ultimately, very useful for myself and those I can convey its content to at Gama.

I found the speakers engaging, entertaining and thought provoking, and I’m already hatching plans as to how I can stitch elements together for the future.

Please convey my personal thanks to Duane, who guided me through the initial bewildering array of handshakes and concepts and to both Jeff and David for their insight and clarity when presenting the workshops.

**Simon Heppenstall**, Flight Safety Officer  
**Gama Aviation**

Thanks very much for a very insightful and thus successful event. A job well done. Lots of good contacts were made on a personal level as well.

**Warner van der Veer-Jehee**, VP Safety & Quality  
**KLM Royal Dutch Airlines**

I had a great time, in fact the whole Marshall crew really did get a lot from the two days. We are already talking about the next one. We met some new friends in aviation safety and it was heartening to hear that we share similar challenges.

The quality of your guest speakers was excellent and I am sure the feedback will reflect this.

**Gillian Walton**, Head of Occupational Safety and Environment  
**Marshall Aerospace and Defence Group**

“**It was a terrific event - great to see so many new, but also familiar faces and it was clear how much went into the organisation and execution.”**

**Tim Rolfe**, Director Aviation Safety  
**Bristow Group**

“I think we are all in a very similar boat and there is a need for plain talking to [understand] that we all struggle with some of the more fundamental issues around safety management.

I really enjoyed the experience and the whole symposium as a whole. It is easy to become isolated within your own company and it was good to hear about all of the different ideas that are out there.

**Martin Ring**, Head of Risk, Safety and Compliance  
**Thomson Airways**

“It was an honour, privilege and personally thrilling to be able to contribute to your magnificent Symposium... It feels absolutely inconceivable to say that the second best part of the day was to win a European award for work that I have done... The best part was doing the presentation and having it well received.

**Dave Mangan**, Deputy Manager, Quality & Safety  
**Qantas Engineering**
Baines Simmons

We are specialists in aviation safety and risk management and world-renowned for our professional expertise, practical skills and industry experience in aviation regulations, compliance and safety management.

Through our consulting, training and outsourcing services we are committed to making a real and lasting impact on aviation safety through advancing best practice, shaping safety thinking and driving continuous improvement in organisational safety performance across all sectors of aviation.

If you would like to discuss how we can help address the issues and challenges of improving safety management performance in your organisation, please contact us at consulting@bainessimmons.com

We would like to take this opportunity to sincerely thank everyone who attended our Fourth European Aviation Safety Symposium. We hope you found the event a valuable use of your time and we look forward to welcoming you back to our next Symposium in 2017.

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