

# Strategic Consulting

## Safety Management - Safety Management System



## SMS best practice review and benchmarking for a major Maintenance Repair Organisation (MRO)



Baines Simmons was commissioned to lead a consultation, analysis and assessment of the components of the Safety Management System (SMS) in place at TAP Maintenance & Engineering, Lisbon, Portugal. The aim was to determine and report on how effective the organisation would be in meeting current and emerging international Safety Management System requirements.

### Client Profile

TAP Maintenance & Engineering (TAP M&E) is a Maintenance Repair Organisation (MRO) solution provider for Airbus, Boeing and Embraer fleets, offering geographical flexibility and agility through a wide range of services covering aircraft, engine and component maintenance. With a total workforce of approx 4,000 highly qualified technicians and engineering staff, TAP M&E operates a main centre in Portugal and two in Brazil.

### The Challenge

In austere financial conditions, TAP M&E wished to obtain an external, unbiased international benchmark report on its SMS status in order to maximise safety margins whilst driving efficiency. The challenge was to gain a reliable and rapid oversight of the newly launched SMS and drive a set of prioritised recommendations for enhancements. In turn, this would feed a decision process for managing resource development allocations needed to maximise return on investment of the SMS.

### The Solution

The Baines Simmons team led and managed the entire project, with highly experienced team members coming from the UK and USA to provide a European, Americas and Canadian insight to international SMS standards.

- ▶ The project utilised the SMARRT® Safety Management Diagnostic (SMD) tool.
- ▶ Assessment responses were categorized using a 1-5 scoring of reactive to proactive.
- ▶ The SMD drew conclusions across the following categories: organisational engagement; administration; hazard & risk management; SMS promotion; analysis & oversight and miscellaneous.
- ▶ Specific observations, expert recommendations and gap analysis data were presented in an executive level overview report and presentation.
- ▶ The overall SMS programme was evaluated on a scale of 0 to 100 to facilitate benchmarking.
- ▶ The executive summary provided senior management with holistic perspectives of the current SMS development – highlighting strengths, weaknesses, opportunities and threats. The cause and effect analysis enabled management to better understand the current situation and the executive summary recommendations offered a fresh, structured approach and new priorities for the next stages of the SMS development focus and activity.

*“We are delighted with the work carried out by the Baines Simmons team thus far. The high satisfaction levels and participation among our people at the conclusion of the SMD visit spoke so strongly of Baines Simmons’ approach to improving our safety standards.”*

Jorge Leite, Director of Quality,  
TAP

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### The Outcome

The consultation was recognised and acknowledged as highly valuable in assisting senior management to progress their international aspirations to operate a recognised best practice SMS.

At over 150 pages, the final report was a comprehensive document which summarised in detail all the findings, analyses, opinions and recommendations.

The contents and discussions resulting from the surveys, interviews and analyses helped the senior management team prioritise the direction and actions required.

TAP M&E reporting increased 1200% after starting the formal SMS training to all employees.

In addition, there have been many new initiatives on the ground, such as:

- ▶ Creation of SMS news boards, mail boxes and leaflet distribution boxes in the work areas.
- ▶ Creation of a Safety Office along with a telephone hotline, including voice mail.
- ▶ Launch of a promotional SMS campaign, including a new SMS logo.
- ▶ Creation of a weekly Maintenance Safety Bulletin and Safety e-mail to disseminate interesting safety news.

### Summary of Baines Simmons services utilised

#### **SMARRT®**

Safety Management Diagnostic (SMD)

#### **Consulting support**

Strategy-level Safety Management Leadership Support