

Common Competences for Human-Centred Safety Performance

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Session outline

1: Management System challenges

2: Management Systems Maturity – A new perspective?

3: Recurring Safety Culture themes

4: Leader and Manager Core competences

Summary



What does good look like?

CEO Responses:

- Profit
- Customer Expectations met (timely and up to standard)
- Getting things right first time and every time
- Doing it all safely (without harming people or assets)

And then

“We need to look at our KPIs – I’m not sure they add any value.”



Management System

Common challenges

No shared / integrated understanding of ‘what good looks like’

Key or Safety Performance Indicators (KPI / SPI) that do not relate to the day job and focus on output metrics only

What about managing the inputs as performance indicators?

Separation of the Management of Compliance, Compliance Monitoring and ‘SMS’

Safety reports / investigations that indicate non-compliance

Multiple databases and streams of thinking

A disconnect between what’s needed for commercial success and what’s needed for safety success.



What do you need for success?

Commercial (Profit / Service Provision)

Appropriate Facilities

Competent People

Efficient / responsive Supply Chain

Supportive Processes, Procedures & Systems

The right tools / equipment

Forecasting / Planning

Supervision / Assurance

Management

Reporting / Communication

Safety

Suitable Facilities

Trained People

All necessary tools / equipment to hand

Robust and user-friendly Policies & Procedures

Robust and assured Supply Chain

Effective resource Planning

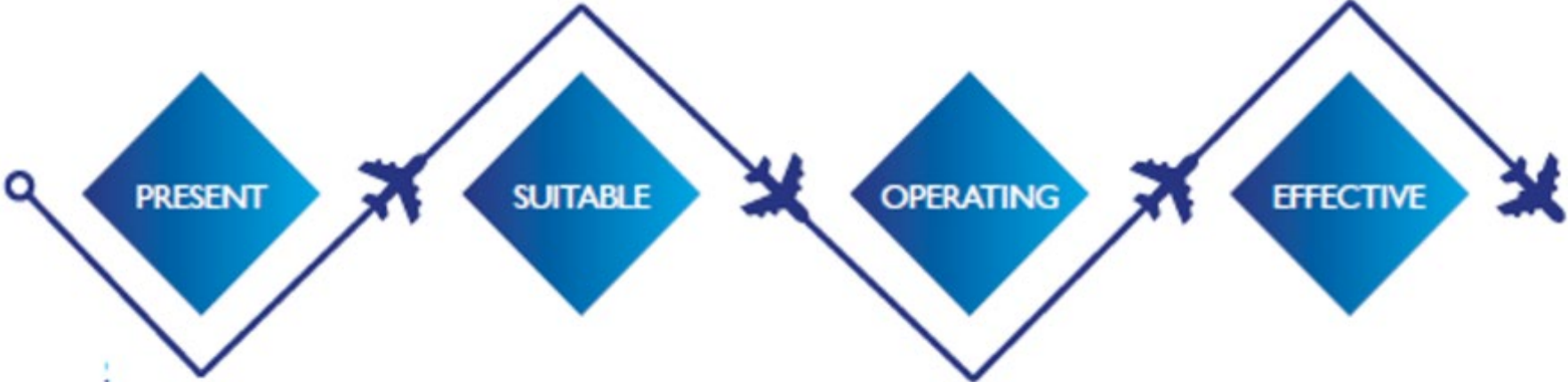
Inspection / Checking / Assurance

Safety Leaders / Managers

Reporting and Continuous Improvement

- Essentially, it's that same things that contribute to both Commercial and Safety Success, or the desired outcome.

The P-S-O-E Scale (SMICG) – Not just for Safety



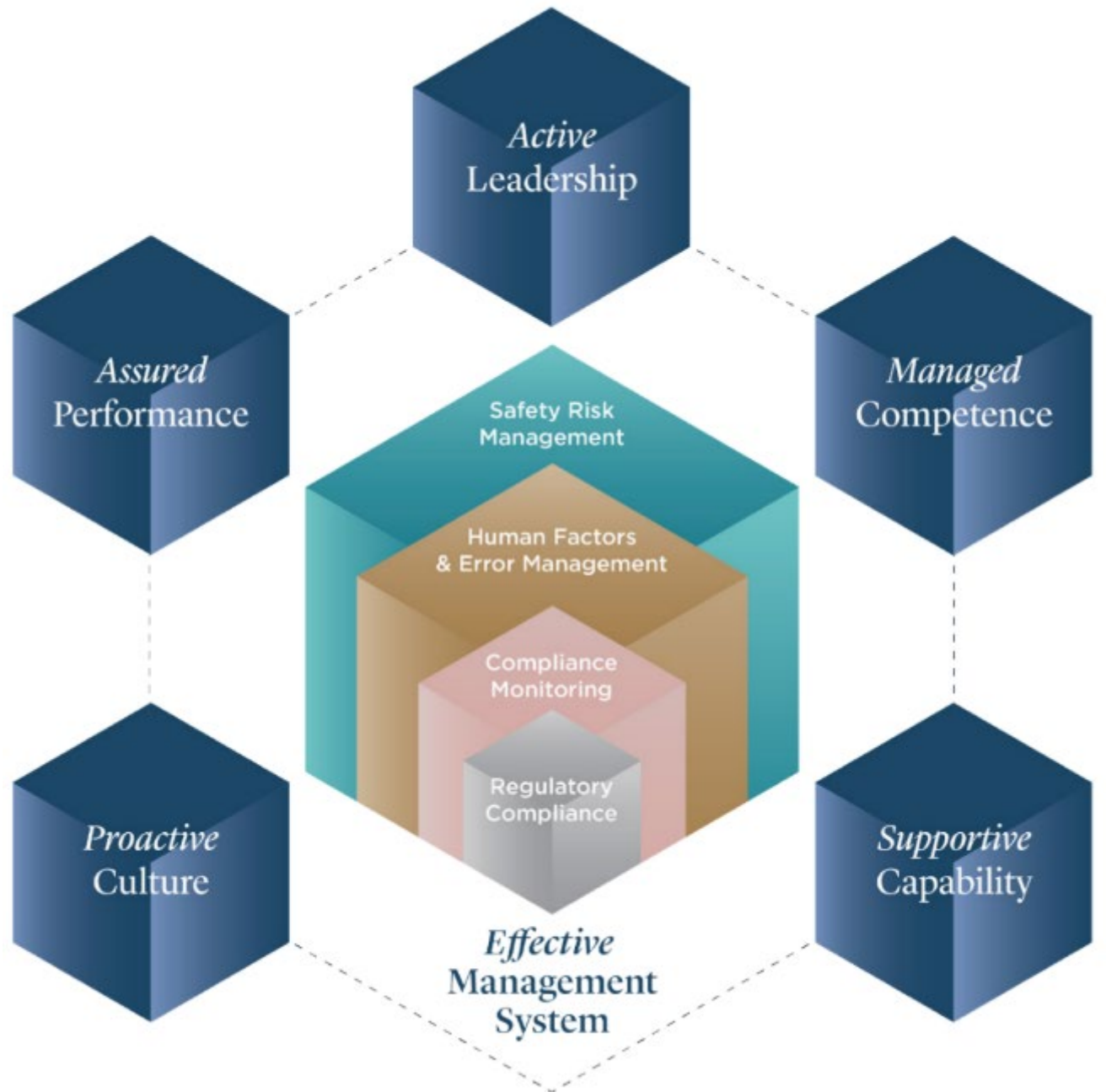
Present (P):	Evidence that the 'indicator' is clearly visible and is documented
Suitable (S):	Evidence that it is suitable based on the size, nature, complexity of the organisation
Operating (O):	Evidence that the indicator is in use and a clear output is being produced
Effective (E):	Evidence that the indicator is effective and achieving the desired outcome

The SMARRT MAP - A Model for Performance

The central element of the model reflects the common EASA Management System rules

The surrounding enablers are required to make the system work!

Active Leadership is where it all starts.



Input KPIs/SPIs

Successful sporting teams don't watch the scoreboard during the game!!

They set-up for success. Ensuring that people with the right skills are in the right place at the right time

Who takes responsibility for ensuring that your people are set up for success?

- Agree what good looks like – Internal / external customers / suppliers
- Input performance management – Having all the things people need to deliver 'what good looks like'
- Scanning for anything that could impact the ability to deliver - Hazards.

Organisation Leadership Core Skills

- Integrated thinking – Looking at every adverse indicator as an opportunity to improve performance - on all counts
- Safety and Compliance Monitoring people should act as enablers to business success (not obstacles)
 - Skills to stimulate and support change – not drive it!
 - Analysis / reports produced for the right people
- Taking business solutions to the Regulator – Positioning integrated business enhancements as Safety enhancing.



Recurring Safety Culture Themes

- Long experience without adverse outcomes
- A Just Culture remains elusive in some organisations
 - Blame is still a reflex reaction or an occasional slip-up!
 - Managers pay lip service to Just Culture policies, second to traditional ‘just get it done’ attitudes
 - Saying the right thing vs. doing the right thing.
- ‘SMS’ exists on paper and is perceived as the system that people step into when they are afraid!
 - A ‘bolt-on’ to the day-job?



Safety Leadership Core Skills

- Built on a genuine belief that what's good for safety is good for business
 - What's in it for me? Different people, different motivators
- Just Culture at an individual level – not just in policies
 - Honesty / Integrity
- Building organisation maturity is recognised as higher value than good output results (at least initially!!)
- Achieving KPIs / SPIs without *creating the numbers* – a genuine outcome as a result of growing maturity
 - Results follow maturity – Accept that it might take time.




Summary

- Organisations that secure a performing Management System have Leaders and Managers that exhibit the following skills:
 - How to build and sustain organisation maturity
 - A focus on input KPI management
 - Integrate Safety into everyday management – it's just part of what good looks like
 - Hold themselves to account to defend Just Culture with absolute integrity
 - Harness Safety and Compliance Monitoring capabilities for wider business success.



Core Competencies



Going back to management basics and
patiently building for success will reap
great results.