



The Challenges of Implementing a Safety Management System



Scaling

“SMS is for the airlines but
not a company like mine”



Scaling

- What is scaling or scalability?

Scal·a·ble

/'skāləbəl/

1. able to be changed in size or scale.
2. (of a computing process) able to be used or produced in a range of capabilities.
3. able to be measured or graded according to a scale.



Scaling

- Why is there a challenge seeing SMS as scalable?
 - Focus on content rather than context
- Industry guidance seemed to perpetuate
 - Cannibalism in guidance across learning and job aids
 - The guidance all seems to contain the same complexity



Scaling

Seems to be rooted in ICAO guidance

- Since 1944, ICAO's focus has been international air commerce (airlines)
 - Annex 19 (originally Annex 6, Part 1)
 - **ICAO Doc 9859** (1st - 3rd Ed.)
- Standards and guidance were written with that context in mind
- Led to complex processes and a perceived need for additional infrastructure



Scaling

- ICAO presented a performance-based framework for SMS but the resolution of this framework seems to be presented in an overly complex model
 - Doc. 9859
 - Template SMS manuals by vendors
 - Academic presentations that revolve around the 4/12
 - Software solutions today try to mimic the perceived complexity
 - In regulations - ICAO's standards are performance based - aimed at the CAA



Scaling

- Recently ICAO has said:
 - “Complex processes are not needed to deal with complex problems in safety”
- ICAO Doc. 9859 4th Ed. now has less complex resolutions aimed at GA operators
 - This is a first!
 - IBAC’s presence with the ICAO Safety Management Panel



Scaling

- Still not seeing true scalability as guidance/regulations come from a preconceived context based upon the authors' biases, mental models, and perceptions
 - Organizations are wonderfully unique



In Order to Scale

1. Start with an understanding of the requirements

- This is primary
- We need to know what the requirement is asking

Example “The organization shall have a process to identify hazards in operations”

- What does this actually mean?
- What is it asking for?

This is the *why* and *what*



In Order to Scale

2. Have a complete understanding of ourselves
 - What we do
 - How we do it
 - With what resources do we do it?

This forms the basis of the *how*



In Order to Scale

Now that we know the why, what and how...

We have the insight to implement safety management tools into our organization



Scaling

- What happens if we fail to scale properly?
 - Overly complex processes and procedures
 - Perceived need to add an abundance of resources to resolve
 - Loss of engagement due to lack of simplicity
 - Loss of effectiveness - can perpetuate the view of “why do we need this?”
 - Dissonance - we have to do this, but why are we doing it?



SMS Products

When considering 3rd-party SMS products, scaling is crucial

- Many of the products (e.g., template manuals, software platforms, applications, etc.) sometimes force a prescriptive approach to SMS that isn't scaled properly → organizations have to adapt processes to the product
 - If too complex there will be a lack of engagement and use of features
 - If too simplistic (focusing on one tool), can lead to ineffective SMS implementations through misperceptions of the true scope



SMS Products

- SMS products are meant to support your implemented SMS, not define it
- Needs to be configurable to support what you have implemented
- Whether it be a manual or a software solution, it must reflect the scaled processes that you have implemented to support SMS
- At Baldwin, we have crafted software and manual solutions that put the organization in control
- Solutions designed to scale with your needs to help ensure you have a robust and effective SMS



- Scalability has been a key challenge to SMS implementation since it was first introduced to the industry
- The ICAO standards for SMS are performance-based, however, a lot of the supporting guidance has been created to reflect more complex organizations
- This has been perpetuated in the industry through industry standards, academic presentations, regulations, and supporting products
- First, we must understand the requirements and understand ourselves
- Knowing the what and why of SMS along with how we can “do” SMS with what we have is key
- When we look at obtaining 3rd-party SMS products, those products must be able to be configured to support our SMS, not define it

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Why Baldwin?

- Leader in safety management since 2004
- Supporting transportation providers globally
 - State-of-the-art solutions
 - 24 / 7 live support
- Team of experienced and credentialed aviation safety professionals



Why Baldwin?

Supporting all facets of transportation:

- Commercial/non-commercial
- Medical transport
- DOD
- FBOs / MROs
- OEMs
- UAS
- Firefighting
- Ground handling
- Ground transport vehicles
- More



Why Baldwin?

Baldwin partners with:

- HAI-SMS
- IBAC through the ISBAO/ISBAH PS3 program
- Red Tail Flight Academy



Why Baldwin?

- Simplified technology
- Customized, scalable, intuitive, real-time safety system
 - ASAP
 - ASIAs
 - FOQA/FDM
 - Document Management



Why Baldwin?

- Highly customizable
- Intuitive interface
- We are a **peopleware** company
 - Dedicated team that is available 24/7/365
 - We are here to answer questions



Baldwin's Mission



Mission of Baldwin

To manage risk and prevent accidents, including loss of life, personal injury, and damage to equipment and infrastructure by supporting our clients in the pursuit of organizational excellence and safe operations.



Baldwin's Software



Why Software?

Does an organization need software to implement and maintain an SMS?

- A software program is not a requirement to a robust SMS
- If you have implemented an SMS and can effectively manage it with conventional tools and methods, then there is no reason to change it



Why Software?

What software can do:

- Increase the efficiency of the system
 - Automation
 - Centralized collaboration
 - Centralized data storage and analysis
 - Enhance information dissemination



Why Software?

Functionality that helps the organization address the four components and twelve elements of the SMS framework:

- A FRAT alone is not an SMS
- The software can serve as a learning tool to understand what needs to be done to effectively manage safety
- Configurable to help organizations scale their SMS processes to what works for the company



Why Software?

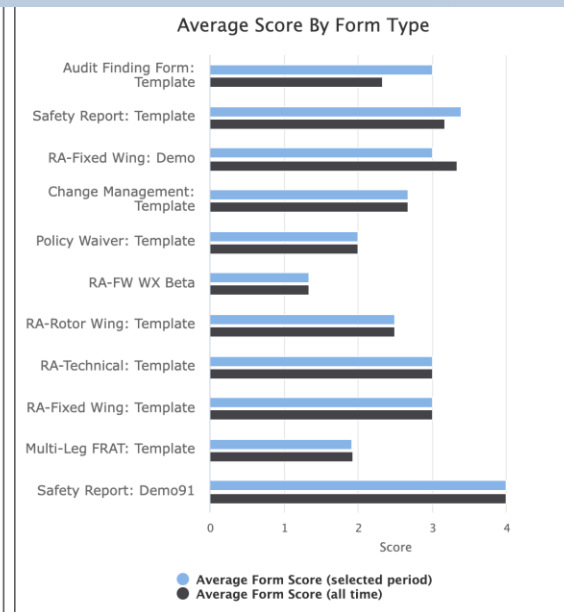
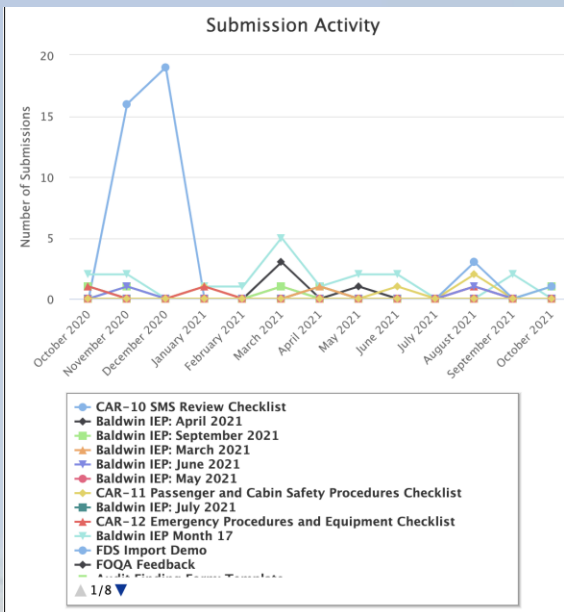


Intuitive interface

- Desktop
- Phone
- Tablet



Why Software?



Meaningful output to show and measure SMS efforts



ALASKA AVIATION SAFETY EXCHANGE



ALASKA AVIATION

SAFETY EXCHANGE

Baldwin is actively supporting Alaskan operators

- Since 2018
- Clients ranging from governmental to tour operators
- Affordable
 - Bundled SMS pricing for Alaskan operators



ALASKA AVIATION

SAFETY EXCHANGE

- Fast - Up and running in less than two (2) weeks
- Easy to Use - SMS simplified
- Template Forms and Manuals



ALASKA AVIATION

SAFETY EXCHANGE

- 24/7 Support - From safety professionals
- Data Sharing Option
 - Share de-identified safety data to learn from your peers



ALASKA AVIATION

SAFETY EXCHANGE

- Consulting - SMS implementation
- Safety Culture Surveys - Gauge your safety culture
- Visit Alaska Aviation Safety Exchange at www.AlaskaAviation.com



Summary

- Implementing an SMS can seem like a daunting task
- A good software platform will provide the framework upon which to structure the necessary safety management processes and procedures
- A good provider will provide the peopleware to walk this journey with you

Consider letting Baldwin be your partner to success!