



## Safety Management and Outsourcing

9th Annual Central & Eastern Europe Airline E&M and Supply Chain Conference  
Warsaw, November 4<sup>th</sup>, 2009

Welcome!

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# Agenda

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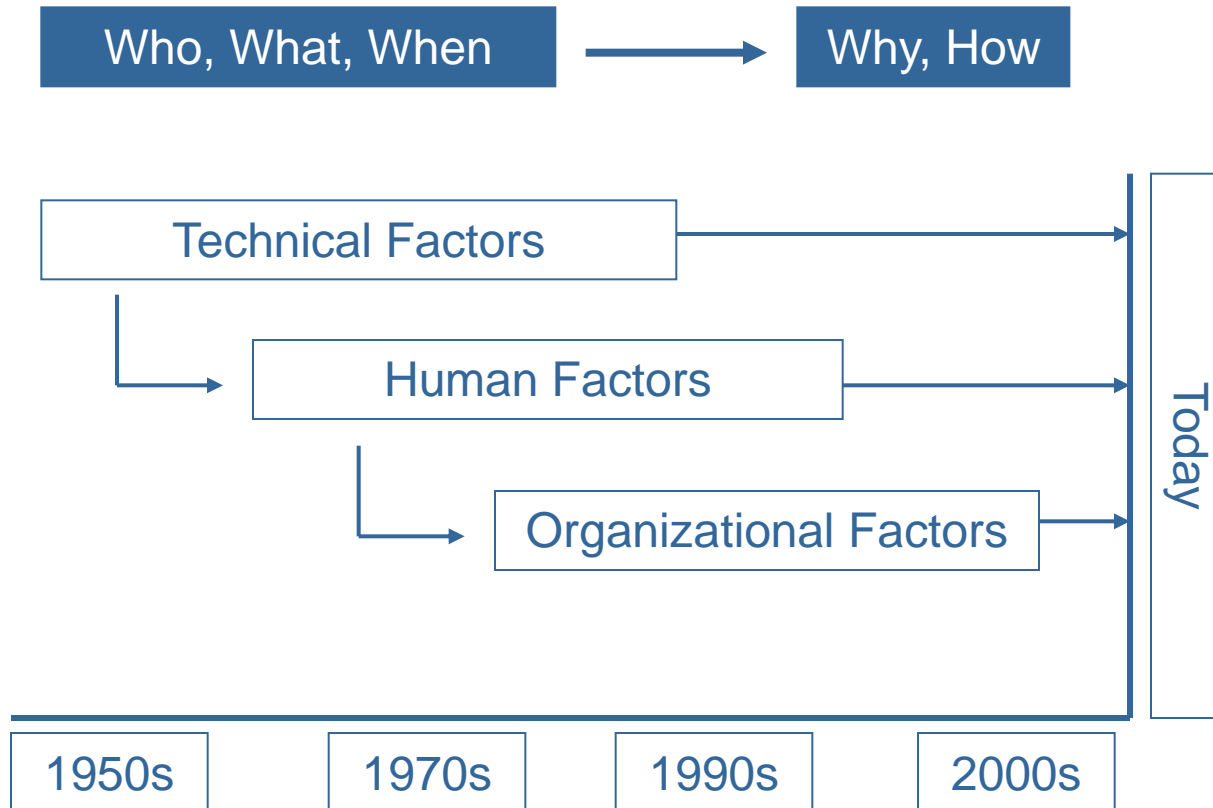
- Introduction to Safety Management
- Tender Process
  - Pre- tender
  - Tender
  - Post tender
- Audit & data analysis
- Safety enhancement strategies
- Managerial influence and failure

# Introduction to Safety Management

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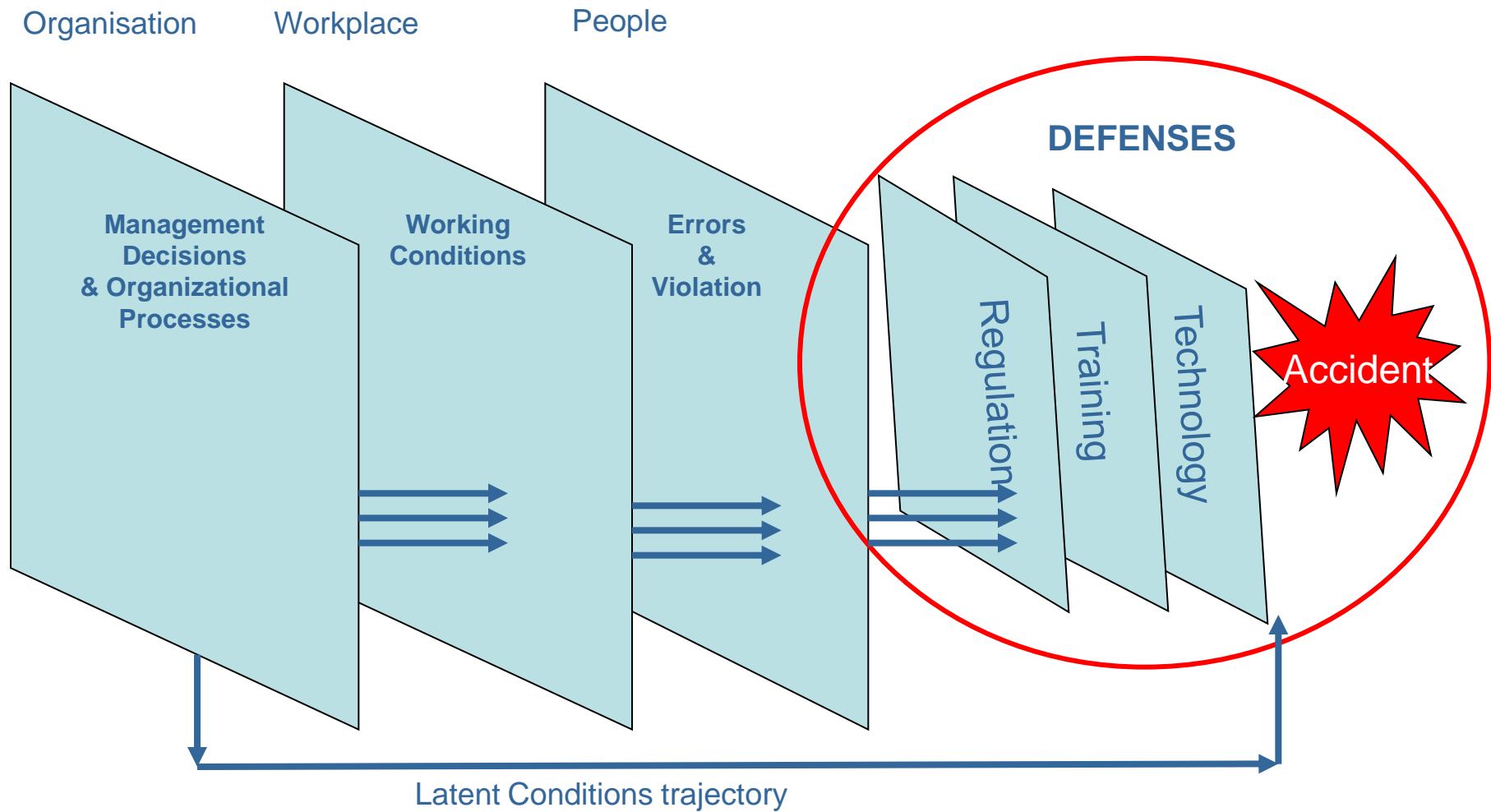
- **Safety.** The state in which the possibility of harm to persons or of property damage is reduced to, and maintained at or below, an acceptable level through a continuing process of hazard identification and safety risk management
- Safety risks and operational errors that are controlled to a reasonable degree are acceptable in an inherently safe system.

# Evolution of Safety Thinking



Source: ICAO Doc 9859, Safety Management Manual ed. 2

# Managerial Responsibility: More powerful than expected



Source: ICAO Doc 9859, Safety Management Manual ed. 2

# Pre-tender: safety & risk analysis



# Tender: appraisal of safety aspects

Safety: What we expect



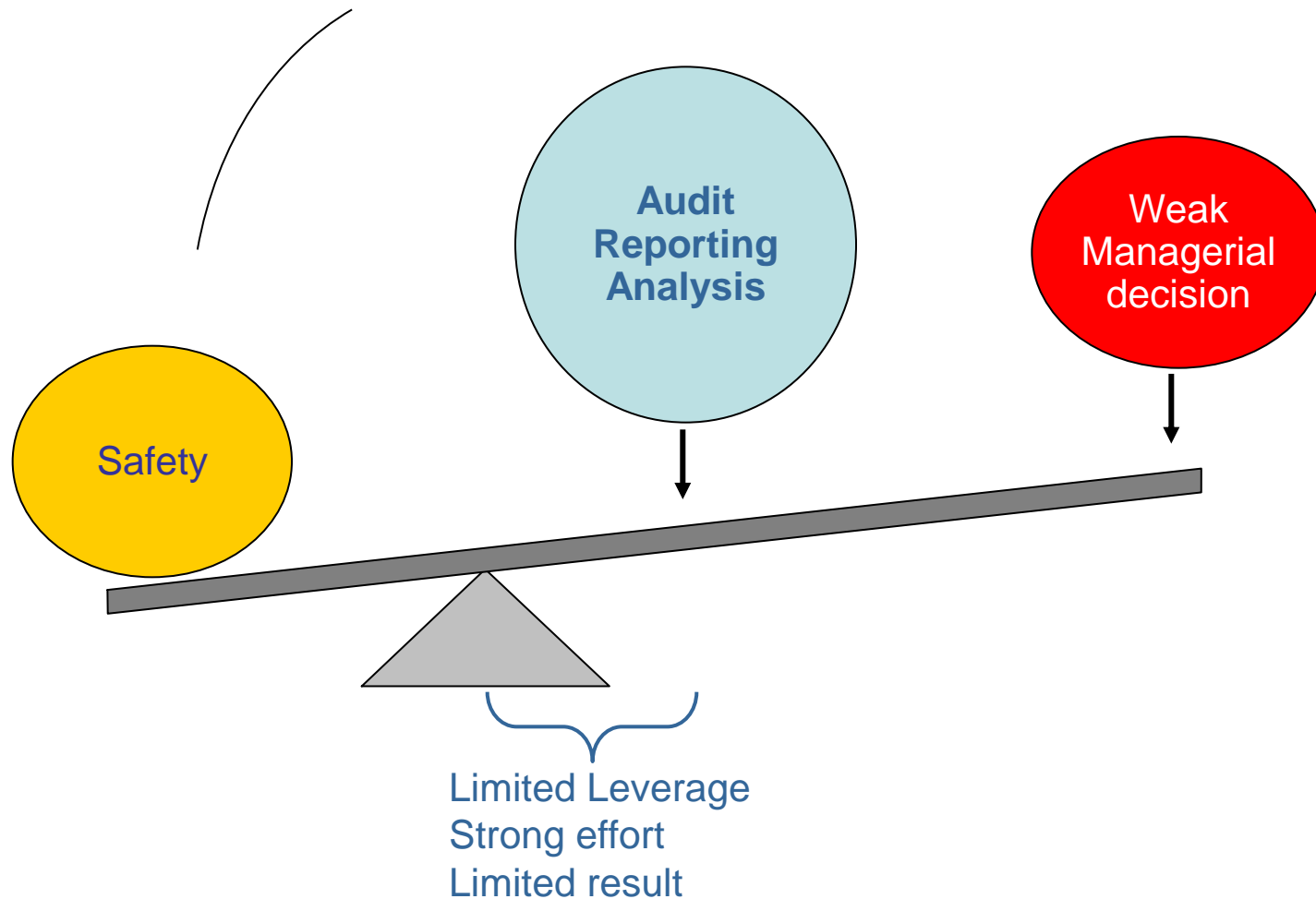
**Suboptimal  
results:  
what we  
get**

**Managerial  
Issue**

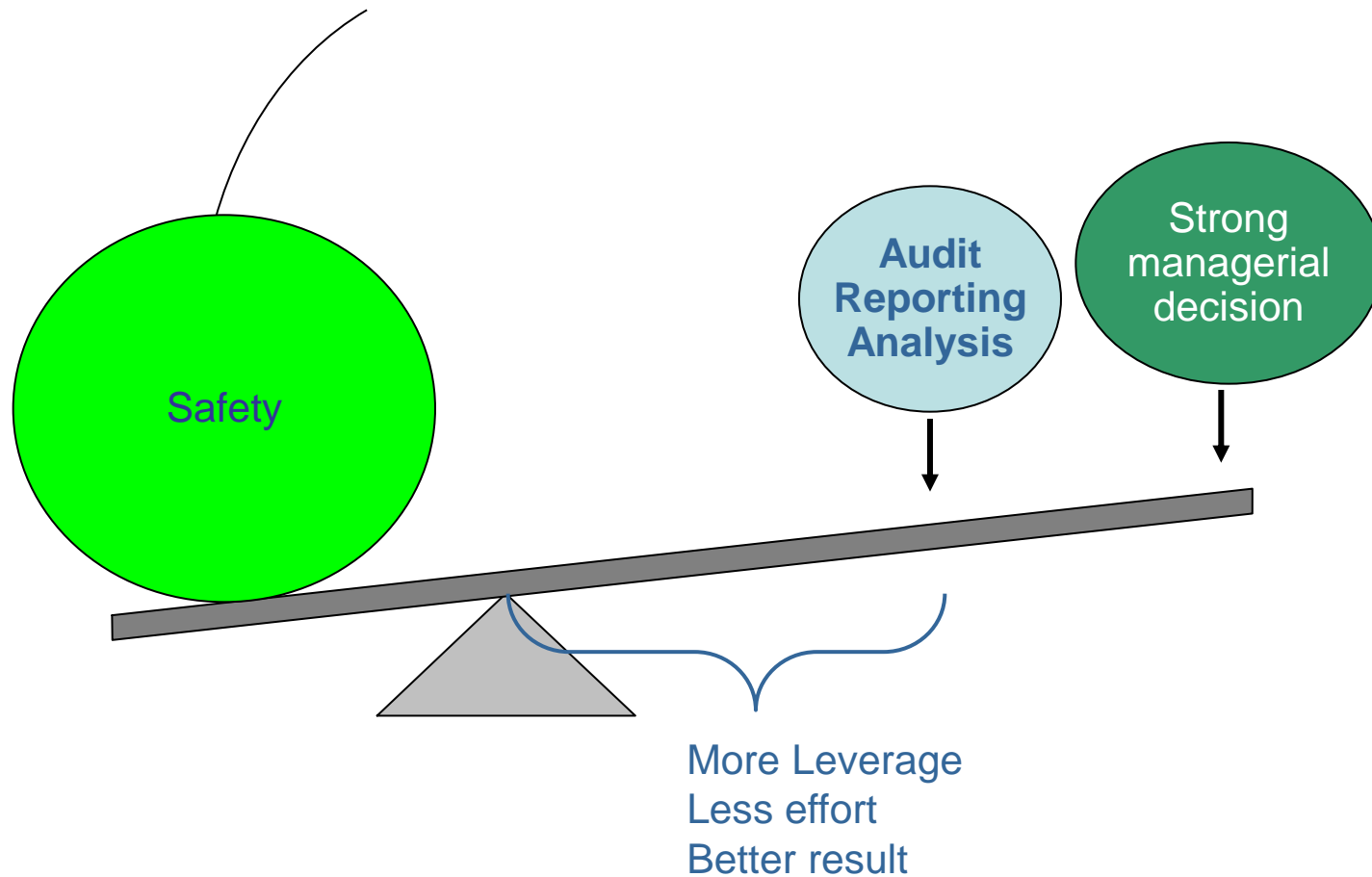
Performance: what we ask for

Price: what we select

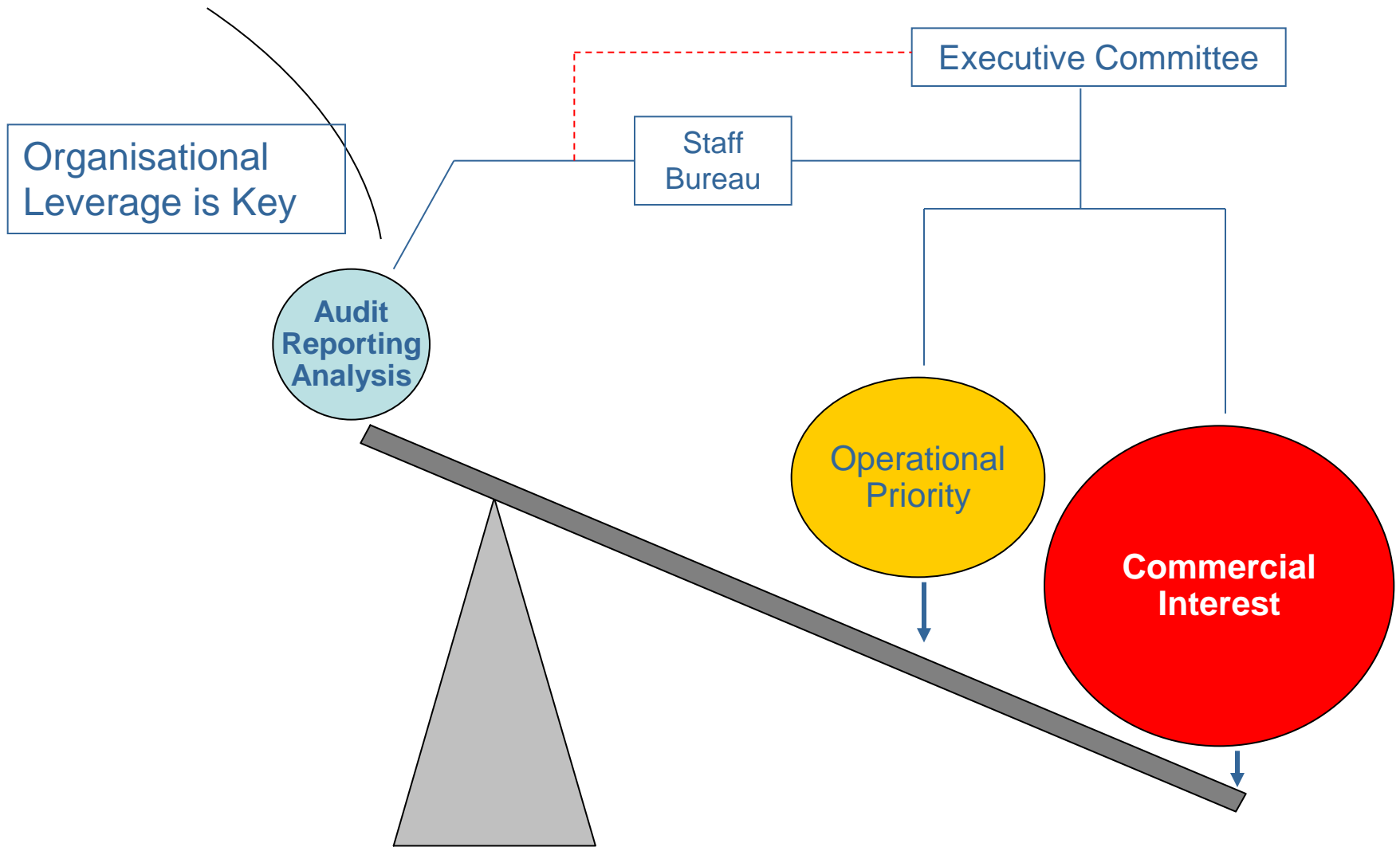
# Post-Tender: assuring safety aspects



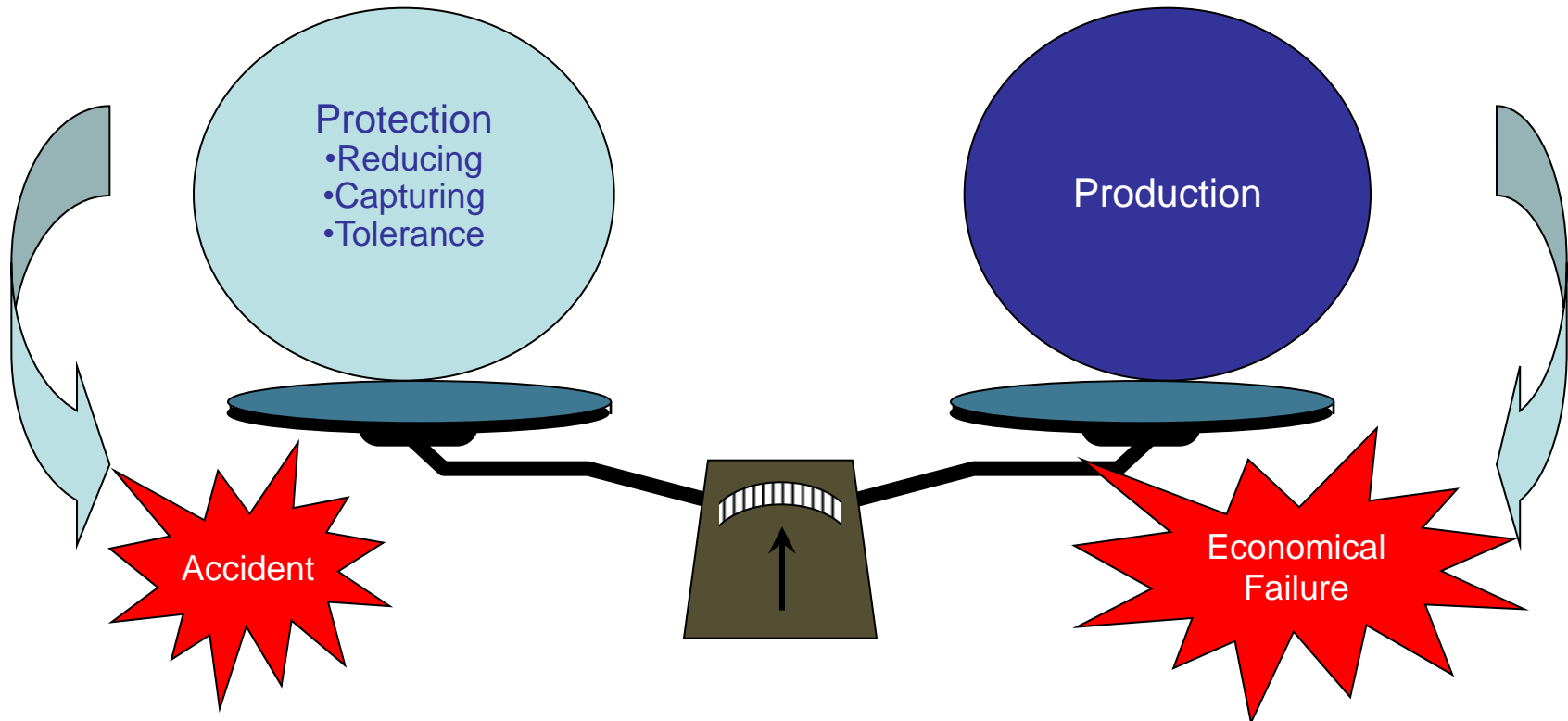
# Post-Tender: assuring safety aspects



# Monitoring & audit: the weakest chain?



# Balancing “P”roduction & “P”rotection

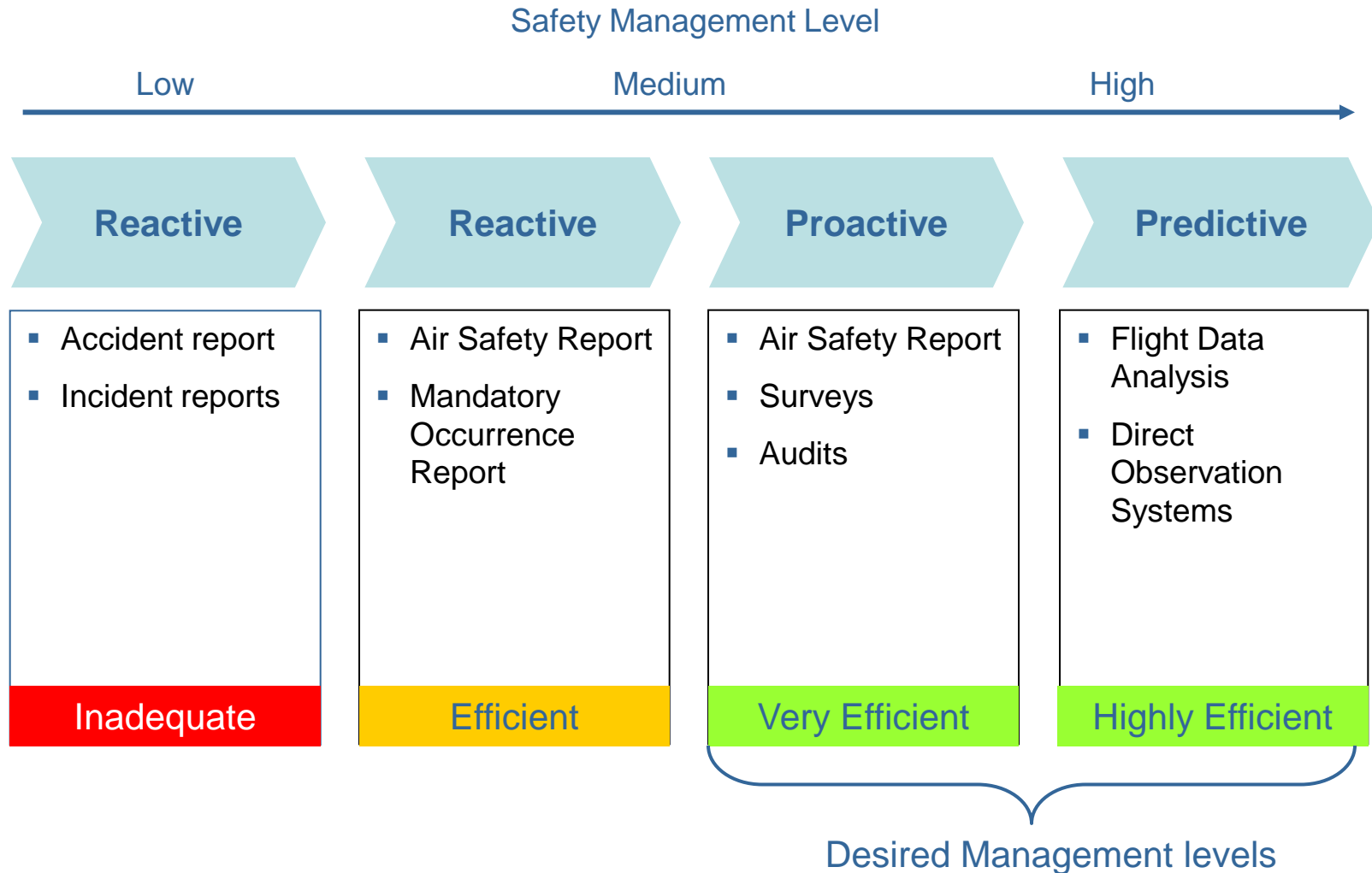


# Management Intervention & safety enhancement

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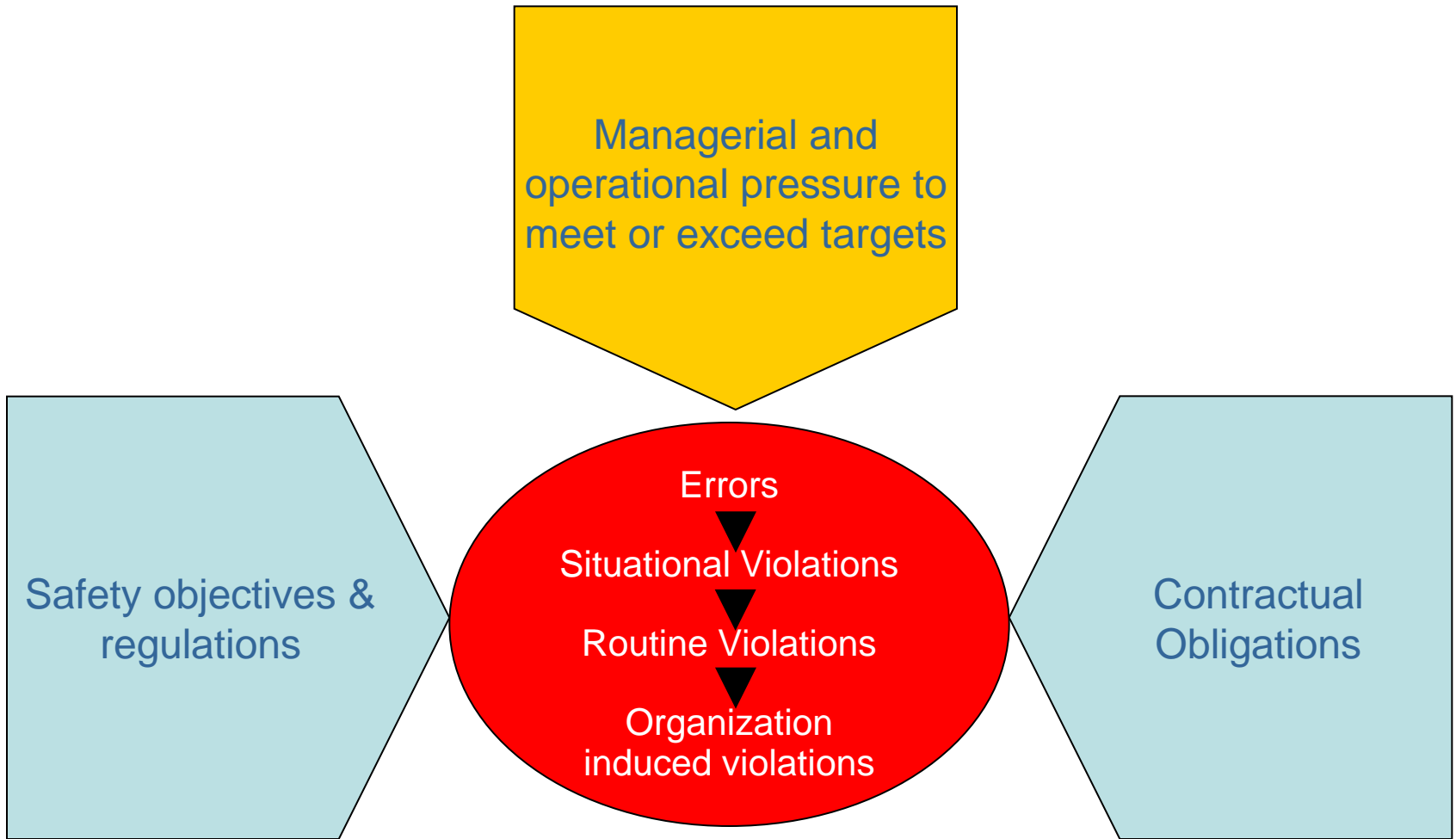
- Reduction Strategies
  - human-centred design;
  - ergonomic factors; and
  - Training
- Capturing Strategies
  - Checklists
  - task cards
  - Process
- Tolerance Strategies
  - Fault tolerant
  - Robustness
  - Fail safe

# Compliance only is not good enough

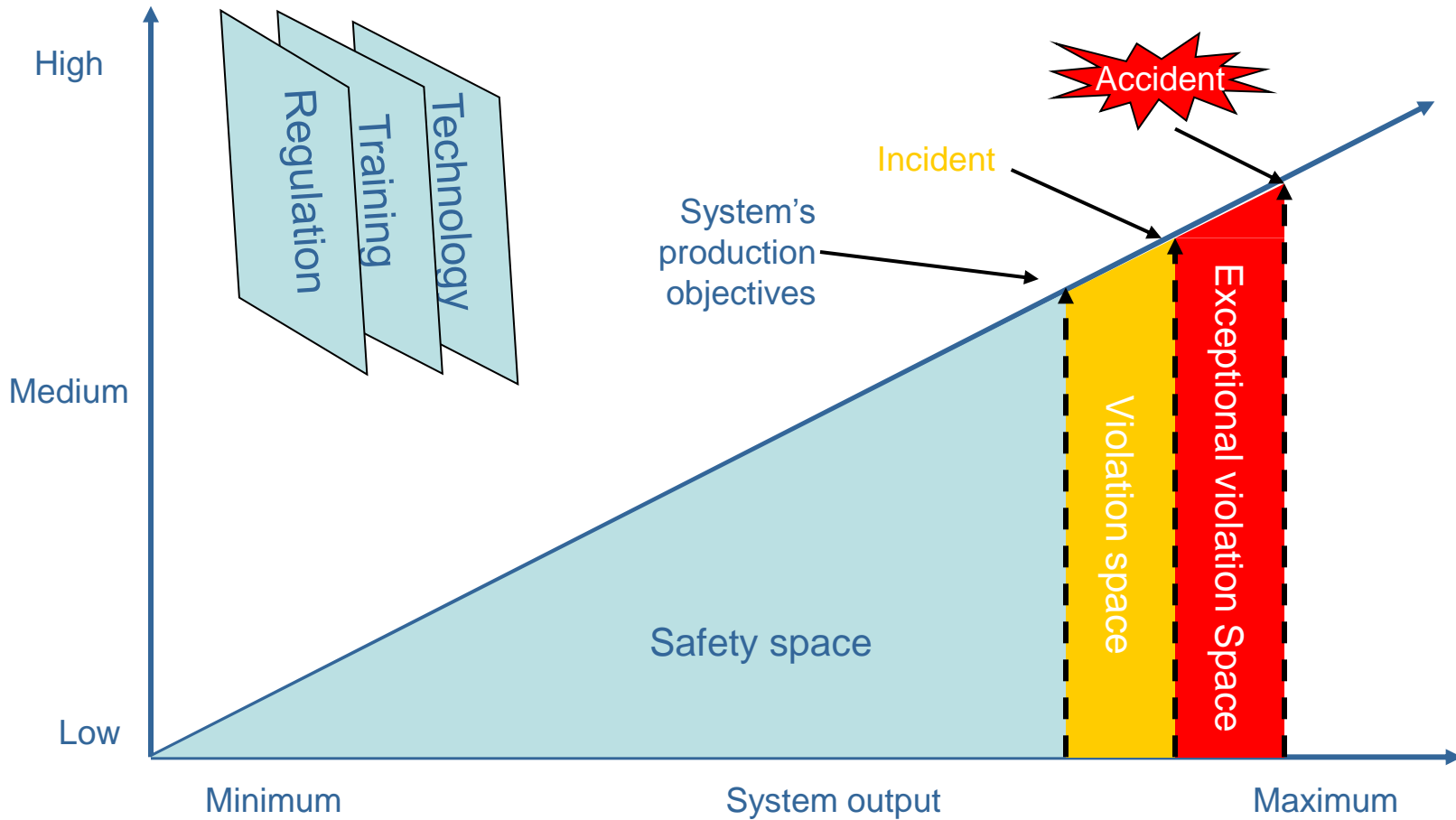


Derived from: ICAO Doc 9859, Safety Management Manual ed. 2

# Operational or Organisational failure

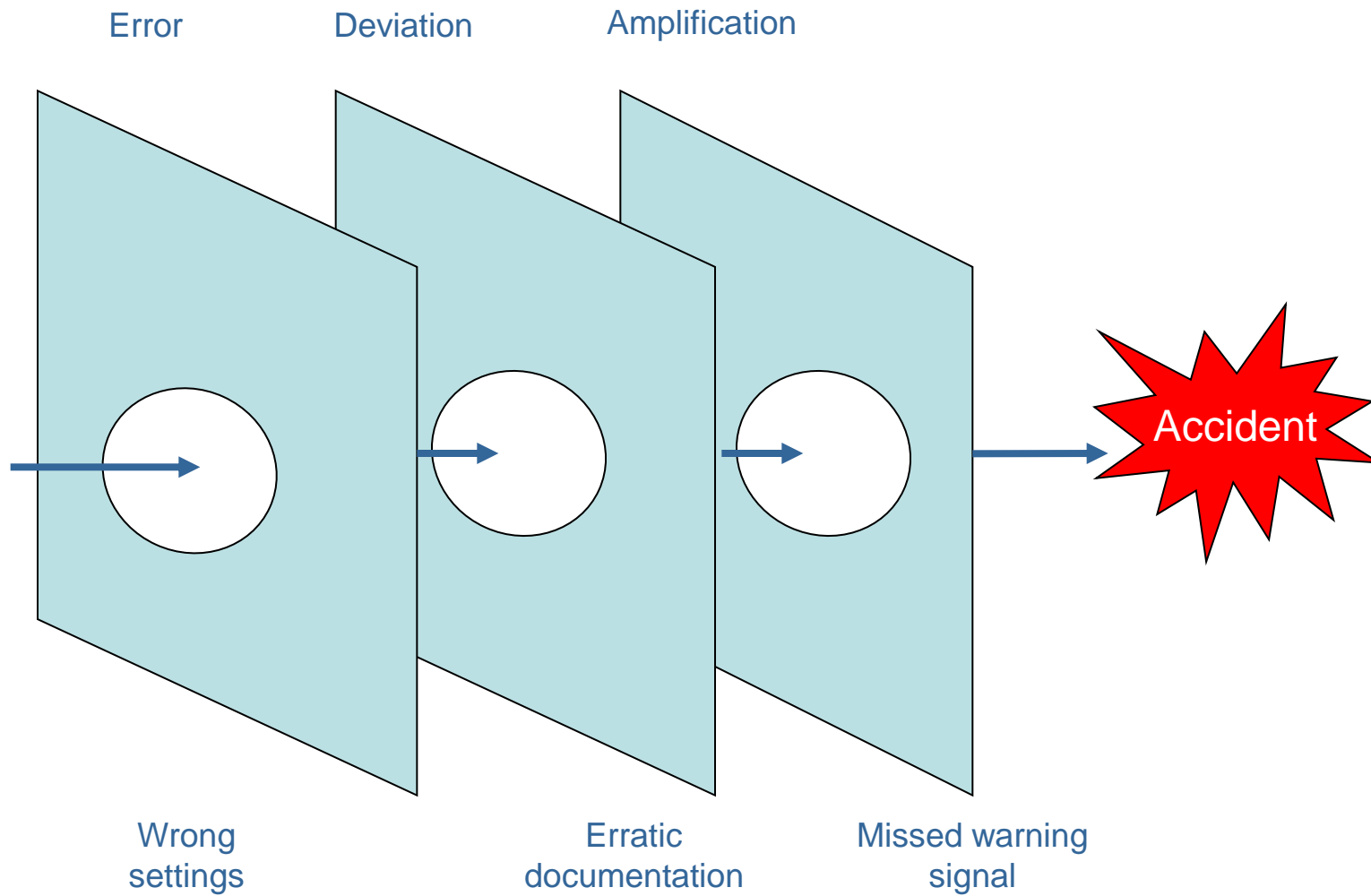


# Relation between violations, organisation and pressure



Source: ICAO Doc 9859, Safety Management Manual ed. 2

# The danger of organizational induced violations



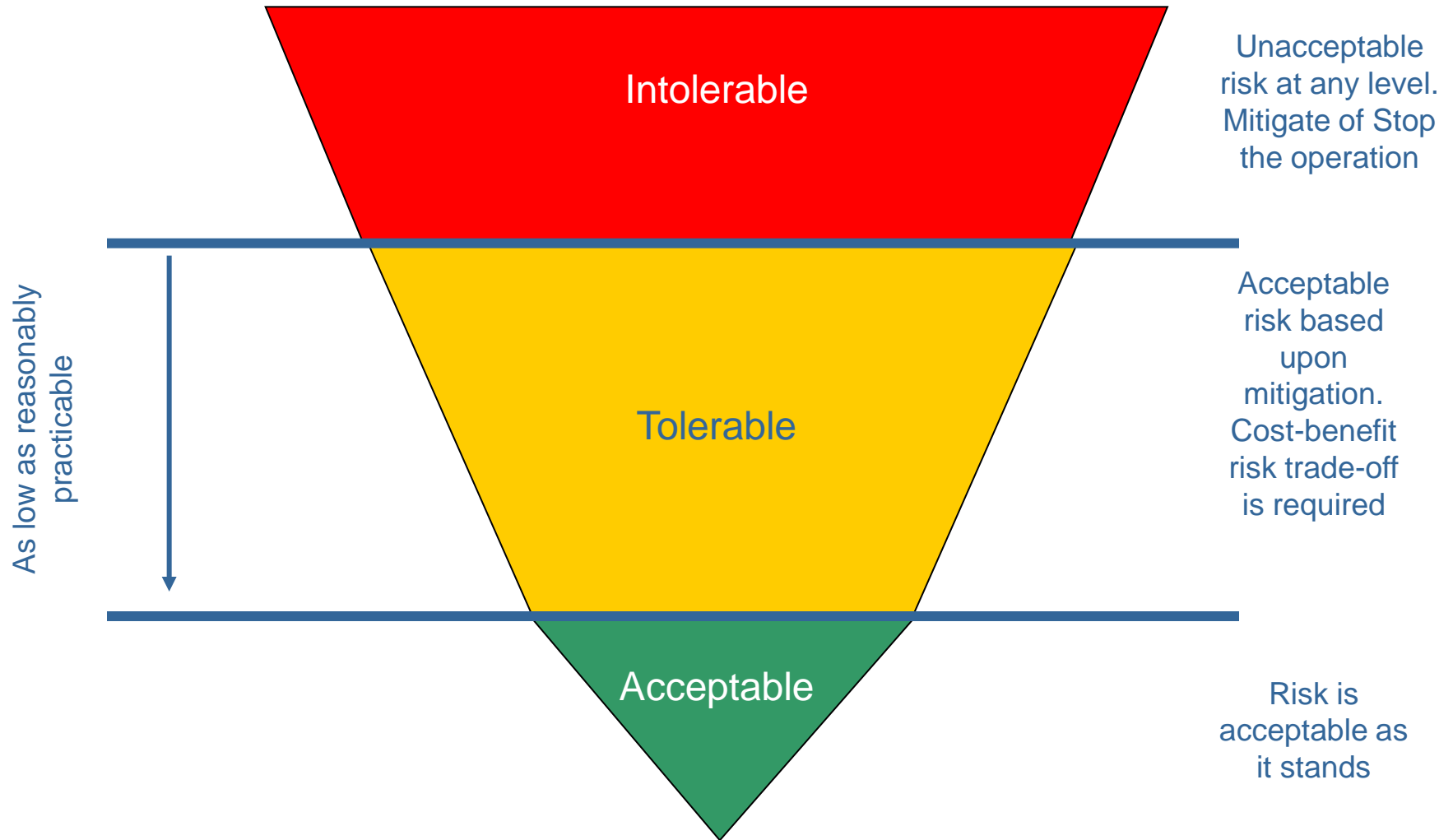
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# Premature contract reassignment proofs poor management

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- Inadequate safety and risk assignment
- Inadequate tender, selection & contracting process
  - Subcontractor not qualified to handle the job (scale & scope)
  - Wrong selection criteria
  - Inadequate contract provisions
- Inability to leverage proven correction instruments (audit & analysis)
- Inability to manage the right pressure towards subcontractor
  
- Adequate safety Management can prevent most of the above!
- Mitigation can correct many issues

# But in the end: Not safe = No-Go



Source: ICAO Doc 9859, Safety Management Manual ed. 2

# Discussion & follow-up is welcome

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Thank You...

for Your Attention!

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