

Implementation of Safety Management System

1

00:00:00.060 --> 00:00:01.200

We're going to get started anyway.

2

00:00:01.400 --> 00:00:04.320

We cannot afford to wait too much.

3

00:00:05.840 --> 00:00:08.480

So introducing the next speaker,

4

00:00:12.040 --> 00:00:12.500

Lutfi?

5

00:00:12.900 --> 00:00:12.940

Yes.

6

00:00:13.440 --> 00:00:16.320

Lutfi is from Turkish Aerospace Industries,

7

00:00:17.200 --> 00:00:17.460

and

8

00:00:18.260 --> 00:00:19.220

he's a mechanical engineer

9

00:00:20.460 --> 00:00:22.980

with 21 years of experience in aviation,

10

00:00:24.140 --> 00:00:24.340

and

11

00:00:25.380 --> 00:00:28.840

serving as a safety manager at the moment. And guess what?

12

00:00:28.860 --> 00:00:32.259

He's going to talk about implementing an

13

00:00:32.400 --> 00:00:35.500

SMS in a large industry.

14

00:00:36.340 --> 00:00:37.240
So the floor is yours.

15
00:00:37.780 --> 00:00:38.380
Thank you very much.

16
00:00:47.000 --> 00:00:49.710
Yes. All right. Hello, everybody, and welcome.

17
00:00:50.440 --> 00:00:53.480
My name is Suat Cihan. I'm coming from Turkas

18
00:00:53.720 --> 00:00:54.620
Aerospace.

19
00:00:56.140 --> 00:00:59.700
Today, I want to talk with you about safety management system.

20
00:00:59.800 --> 00:01:02.960
But don't worry, I don't present you the whole system.

21
00:01:03.880 --> 00:01:04.220
Today,

22
00:01:05.121 --> 00:01:08.640
my aim is to underline some special and important key points.

23
00:01:09.460 --> 00:01:11.560
But I want to note that

24
00:01:12.800 --> 00:01:16.620
this presentation is not specialized

25
00:01:16.720 --> 00:01:19.660
for the flight test. It covers

26
00:01:20.980 --> 00:01:24.800
all the disciplines in a company. For example, design organizations,

27
00:01:25.640 --> 00:01:27.540
production organizations, engineerings,

28

00:01:28.480 --> 00:01:30.020

logistics, blah, blah.

29

00:01:31.160 --> 00:01:34.160

It covers every discipline. Please don't forget that. Okay.

30

00:01:37.720 --> 00:01:37.910

Now,

31

00:01:39.120 --> 00:01:42.460

you can see my agenda. First, we make an introduction to the safety management

32

00:01:42.520 --> 00:01:46.160

system, and then we will see the core of SMS, which is safety risk

33

00:01:46.240 --> 00:01:50.180

management, and then we will see the steps of risk management

34

00:01:50.860 --> 00:01:54.480

and go on with safety culture, and for me,

35

00:01:54.780 --> 00:01:58.720

which is the real core of SMS. And then the last

36

00:01:58.860 --> 00:02:00.920

point, emergency response planning.

37

00:02:03.920 --> 00:02:06.060

So let's start with a simple question.

38

00:02:06.840 --> 00:02:09.320

What is the aim of safety management system?

39

00:02:10.600 --> 00:02:14.280

I'm sure everybody in this salon has got an idea, has got true

40

00:02:14.380 --> 00:02:14.820

answers.

41

00:02:17.160 --> 00:02:18.820
I'm sure you're all true. But

42

00:02:19.720 --> 00:02:23.540
thanks to AI, we talked in the morning today, I asked

43

00:02:23.580 --> 00:02:27.220
this question to AI also, and the answer is to

44

00:02:27.260 --> 00:02:31.020
prevent accidents and incidents by proactively managing safety

45

00:02:31.040 --> 00:02:34.940
risks before they lead to occurrence, or

46

00:02:36.040 --> 00:02:39.540
the ultimate goal of SMS is accident

47

00:02:39.780 --> 00:02:40.540
prevention.

48

00:02:44.200 --> 00:02:48.000
Yes, it's true. The aim is preventing

49

00:02:48.080 --> 00:02:51.140
accident. But what is an accident mean?

50

00:02:52.040 --> 00:02:55.260
Let's think about it deeply to understand what does it mean.

51

00:02:56.160 --> 00:02:56.540
Maybe

52

00:02:57.640 --> 00:03:00.180
this video will help us to understand or remind.

53

00:03:01.280 --> 00:03:02.940
This video is created for roads,

54

00:03:03.980 --> 00:03:05.880

but accident is accident, so

55

00:03:06.880 --> 00:03:08.400

maybe we can remember something.

56

00:03:09.800 --> 00:03:12.880

So last year, 213 people died on our roads.

57

00:03:13.320 --> 00:03:15.160

What do you think would be a more acceptable number?

58

00:03:16.000 --> 00:03:17.940

Acceptable?

59

00:03:19.660 --> 00:03:22.120

70, maybe. Probably 70.

60

00:03:22.980 --> 00:03:23.800

Can you say 70?

61

00:03:26.960 --> 00:03:29.160

Actually, this is what 70 people looks like.

62

00:03:38.560 --> 00:03:39.420

It's a family.

63

00:03:42.600 --> 00:03:45.500

So now, what do you think would be a more acceptable number?

64

00:03:49.300 --> 00:03:49.680

Zero.

65

00:03:52.060 --> 00:03:52.360

Zero.

66

00:03:54.400 --> 00:04:08.260

So

67

00:04:08.280 --> 00:04:09.860

can anyone say 70?

68

00:04:10.740 --> 00:04:14.200

I don't think so, because I'm sure I can't, so I know

69

00:04:14.260 --> 00:04:16.060

nobody can say it.

70

00:04:18.019 --> 00:04:21.161

Now, let's see the role of SMS here.

71

00:04:21.260 --> 00:04:23.640

How can SMS maintain zero fatality?

72

00:04:24.460 --> 00:04:28.420

Here you can see the four pillars and 12 elements of SMS.

73

00:04:29.420 --> 00:04:32.020

And please now remember the AI answer.

74

00:04:32.280 --> 00:04:36.020

We ask one question, the aim of SMS, but we

75

00:04:36.080 --> 00:04:39.520

received two answers. One is preventing accident,

76

00:04:39.940 --> 00:04:43.560

and the second answer is by proactively managing

77

00:04:43.860 --> 00:04:47.820

safety risks. The safety risks is located

78

00:04:47.840 --> 00:04:49.820

at the second pillar of this SMS.

79

00:04:51.240 --> 00:04:51.540

Here,

80

00:04:52.880 --> 00:04:56.540

safety management system checks for any remaining risks

81

00:04:56.620 --> 00:04:59.980

after everything has been done according to the regulations,

82

00:05:00.280 --> 00:05:04.000

procedures, or instructions. Here, the keyword is compliance.

83

00:05:04.980 --> 00:05:05.610

That means,

84

00:05:08.640 --> 00:05:12.070

as the employees, first of all, we should comply with all the

85

00:05:12.140 --> 00:05:13.460

regulations, all the procedures.

86

00:05:13.520 --> 00:05:17.040

We should do everything in accordance with them.

87

00:05:18.180 --> 00:05:21.780

And then SMS checks for risk management, because

88

00:05:21.980 --> 00:05:25.740

please note that, please don't forget that risk management is not a

89

00:05:25.780 --> 00:05:27.580

way to bypass the rules.

90

00:05:31.600 --> 00:05:34.960

Now we learned that we understand that the aim is preventing

91

00:05:35.040 --> 00:05:38.820

accidents, and to prevent accidents by using risk

92

00:05:38.880 --> 00:05:42.660

management system. It's located at the second pillar.

93

00:05:43.440 --> 00:05:47.300

But how? To use risk management by maintaining and raising

94

00:05:48.440 --> 00:05:52.180

speak-up culture, which is located at the fourth pillar of

95

00:05:52.240 --> 00:05:55.880
safety management system. This means you have to collect

96

00:05:55.960 --> 00:05:56.560
data. You

97

00:05:57.680 --> 00:06:01.620
need people to talk, talk about the failures or the problems

98

00:06:01.720 --> 00:06:04.320
that they faced. But how do you assure

99

00:06:04.380 --> 00:06:08.108
it?To maintain and raise speak-up culture by

100

00:06:08.228 --> 00:06:12.148
establishing just and fair culture is located at

101

00:06:12.188 --> 00:06:15.328
the first pillar of safety management system.

102

00:06:15.468 --> 00:06:17.588
This means commitment.

103

00:06:18.568 --> 00:06:19.668
Commitment of the

104

00:06:21.248 --> 00:06:22.768
accountable managers.

105

00:06:24.048 --> 00:06:27.608
And this commitment should include encouragement

106

00:06:28.208 --> 00:06:31.888
as well as non-punishment. We will talk about it later on.

107

00:06:33.328 --> 00:06:36.238
And the third pillar is for continuity.

108

00:06:36.888 --> 00:06:40.728

You assure the system by doing the

109

00:06:40.768 --> 00:06:42.788
elements under this third pillar.

110

00:06:46.388 --> 00:06:49.508
And we came to Swiss cheese. I'm also sure

111

00:06:50.048 --> 00:06:53.668
everybody here seen this Swiss cheese many times before and

112

00:06:53.788 --> 00:06:55.108
knows very well

113

00:06:56.348 --> 00:07:00.068
and knows better than me. But let's see the SMS role

114

00:07:00.148 --> 00:07:00.448
here.

115

00:07:04.388 --> 00:07:07.868
To manage the risks, first, we have to identify risks,

116

00:07:09.028 --> 00:07:12.428
those risks which already exist within your organization.

117

00:07:12.508 --> 00:07:15.788
Let's say the holes in the slices. So,

118

00:07:18.248 --> 00:07:22.048
as SMS, you just need to find and identify

119

00:07:22.088 --> 00:07:25.048
these holes, let's say these are the hazards,

120

00:07:25.848 --> 00:07:29.488
and then try to close or reduce the size of these

121

00:07:29.528 --> 00:07:33.128
holes. This can be named as mitigation of

122

00:07:33.248 --> 00:07:36.028
risks in the safety management system.

123

00:07:36.548 --> 00:07:40.088
And the target here is reaching the

124

00:07:40.168 --> 00:07:44.078
holeless slice, a multiple holeless slice, a

125

00:07:44.108 --> 00:07:47.248
holeless slice, and a complete holeless Swiss cheese.

126

00:07:47.748 --> 00:07:51.308
When you can achieve the holeless Swiss cheese, a complete Swiss cheese,

127

00:07:51.868 --> 00:07:53.608
then this means

128

00:07:54.448 --> 00:07:57.638
you have mitigated the risk or mitigated the hazards,

129

00:07:58.208 --> 00:08:01.528
so the operations will be more safe.

130

00:08:01.788 --> 00:08:05.748
We cannot say nothing may happen,

131

00:08:05.808 --> 00:08:09.468
but it will be more safe because SMS risk management is to

132

00:08:09.528 --> 00:08:12.488
control the risks, to control the hazards.

133

00:08:15.027 --> 00:08:17.768
So what are the ways of identifying these hazards?

134

00:08:18.328 --> 00:08:21.648
There are two ways. We all know reactive and proactive.

135

00:08:22.048 --> 00:08:25.188

From the word meaning itself, reactive means

136

00:08:26.408 --> 00:08:30.288

after happening, and proactive means before happenings.

137

00:08:30.508 --> 00:08:33.948

And we have two ways, and the sources may be

138

00:08:34.129 --> 00:08:37.708

incidents and accidents and voluntary reports

139

00:08:38.348 --> 00:08:40.528

and also non-conformity reports,

140

00:08:41.848 --> 00:08:45.128

may be audits and safety performance indicators,

141

00:08:45.568 --> 00:08:49.128

safety surveys, customer reportings, or

142

00:08:49.668 --> 00:08:50.548

questionnaires.

143

00:08:51.488 --> 00:08:53.608

The last bullet is for questionnaires.

144

00:08:53.628 --> 00:08:54.848

I put here because

145

00:08:55.788 --> 00:08:57.608

as TUSAŞ, as our

146

00:08:58.448 --> 00:09:01.888

experience, we use this method to

147

00:09:01.928 --> 00:09:05.688

identify risks, and this method is very helpful for us.

148

00:09:05.768 --> 00:09:06.628

So I

149

00:09:07.728 --> 00:09:10.468
added this page just to share my experiences.

150

00:09:12.308 --> 00:09:14.268
Our safety action group members

151

00:09:15.348 --> 00:09:18.108
fills out these forms at least once a year.

152

00:09:19.288 --> 00:09:23.178
And let's talk about the forms. The question list has

153

00:09:23.248 --> 00:09:27.028
got two sections. Is reactive section and proactive

154

00:09:27.128 --> 00:09:30.528
section. Reactive section has got 27

155

00:09:30.568 --> 00:09:34.128
questions, and proactive section has got 129

156

00:09:34.188 --> 00:09:38.018
questions, and it categorized as human factors,

157

00:09:38.288 --> 00:09:41.928
technical factors, organizational factors, and environmental

158

00:09:42.088 --> 00:09:42.608
factors.

159

00:09:44.628 --> 00:09:46.468
Here's what the forms look like.

160

00:09:47.308 --> 00:09:50.988
This question list is already published in our

161

00:09:51.068 --> 00:09:54.168
company, and every employee can reach it from the system.

162

00:09:55.128 --> 00:09:59.108

The aim of this document, this question list, is

163

00:09:59.148 --> 00:10:01.148
to trigger the people.

164

00:10:03.248 --> 00:10:07.148
The employee might forget the failures of problems or the

165

00:10:07.768 --> 00:10:11.308
unsafe conditions that they faced during working due to the

166

00:10:11.628 --> 00:10:13.288
intensity of their work or

167

00:10:14.488 --> 00:10:15.328
due to the workload

168

00:10:16.228 --> 00:10:17.748
during working, or

169

00:10:18.988 --> 00:10:21.288
they may prefer to forget.

170

00:10:22.588 --> 00:10:22.808
So

171

00:10:23.788 --> 00:10:27.388
the aim of this form

172

00:10:27.428 --> 00:10:31.088
is to help them remember while they are sitting

173

00:10:31.108 --> 00:10:33.748
calmly and reviewing the questions.

174

00:10:34.468 --> 00:10:37.587
The form starts with reactive questions.

175

00:10:38.848 --> 00:10:42.748
The SAG members asks himself the questions and tries to

176

00:10:42.788 --> 00:10:46.408

remember, tries to understand, and trigger the

177

00:10:46.968 --> 00:10:49.218

SAG member to identify hazards.

178

00:10:50.228 --> 00:10:54.048

And then the proactive question starts, and

179

00:10:54.128 --> 00:10:58.048

as I said, human factors, technical factors, and goes on like

180

00:10:58.108 --> 00:11:01.968

this. And the assessor takes notes as yes and

181

00:11:02.008 --> 00:11:03.648

no or not applicable to questions.

182

00:11:04.228 --> 00:11:07.688

And the last page is for record retention.

183

00:11:08.048 --> 00:11:11.988

He writes down his or her comments, and then

184

00:11:12.028 --> 00:11:12.087

the

185

00:11:12.948 --> 00:11:16.248

hazards that he or she identified,

186

00:11:16.968 --> 00:11:20.028

and the last section for date and name.

187

00:11:23.708 --> 00:11:27.188

So now the third section of the presentation is steps

188

00:11:27.288 --> 00:11:28.908

of risk management.

189

00:11:30.308 --> 00:11:34.248

Now, we think that we have an identified hazard on

190

00:11:34.308 --> 00:11:38.248

hand, and now we have to determine the probability

191

00:11:38.258 --> 00:11:41.528

and severity impact of the hazard.

192

00:11:44.068 --> 00:11:45.888

First of all, we determine

193

00:11:46.788 --> 00:11:50.068

probability. Let's say here it's remote, three.

194

00:11:50.528 --> 00:11:54.288

And now we determine the impact. Let's say here

195

00:11:54.548 --> 00:11:58.448

it's major, C. And the intersection of

196

00:11:58.528 --> 00:12:02.448

remote and major, which is 3C, is the risk index

197

00:12:02.548 --> 00:12:03.648

point of the hazard.

198

00:12:04.668 --> 00:12:08.408

Here, the risk assessment matrix is the most popular

199

00:12:08.448 --> 00:12:12.068

way to analyze an hazard because as you see, it's

200

00:12:12.088 --> 00:12:15.340

veryEasy and easy to use and easy to

201

00:12:15.400 --> 00:12:19.200

understand. But here, we have to consider

202

00:12:19.280 --> 00:12:22.160

the

203
00:12:23.700 --> 00:12:26.960
worst outcome while deciding the

204
00:12:27.240 --> 00:12:27.760
impact.

205
00:12:29.740 --> 00:12:30.120
After

206
00:12:31.600 --> 00:12:33.620
finding the risk index point,

207
00:12:34.470 --> 00:12:37.760
then we go to step two for mitigation plans.

208
00:12:38.400 --> 00:12:41.360
Here, we need action plans

209
00:12:42.900 --> 00:12:46.840
to decrease probability and severity impact.

210
00:12:47.620 --> 00:12:48.000
But

211
00:12:48.900 --> 00:12:51.260
it's important here to understand

212
00:12:52.420 --> 00:12:56.140
the relation between action plans versus probability

213
00:12:56.380 --> 00:12:56.560
and

214
00:12:57.460 --> 00:13:00.040
severity impact. What do I mean?

215
00:13:02.360 --> 00:13:06.070
Here on the screen, you see a comparison

216
00:13:06.160 --> 00:13:10.000

between road runner and trail runner in terms of

217

00:13:10.220 --> 00:13:10.700

injury.

218

00:13:12.340 --> 00:13:15.880

And you can see at the right-hand side the result of action

219

00:13:15.980 --> 00:13:16.340

plans.

220

00:13:17.920 --> 00:13:21.760

Left, the road runner just wears special shoes, and

221

00:13:22.000 --> 00:13:24.860

at the right-hand side, the trail runner is

222

00:13:26.440 --> 00:13:30.120

carrying batons to support them during running on the

223

00:13:31.780 --> 00:13:33.520

ground, and

224

00:13:34.380 --> 00:13:38.180

he is wearing wider glasses, or you see he is

225

00:13:38.240 --> 00:13:41.040

wearing a runner vest, carrying

226

00:13:41.100 --> 00:13:45.080

waters, food support, and also first aid

227

00:13:45.090 --> 00:13:48.500

kits in his vest. This is the result of

228

00:13:48.540 --> 00:13:52.000

the action plans to

229

00:13:52.040 --> 00:13:54.540

decrease the impact of the injury.

230

00:13:55.260 --> 00:13:58.780

And secondly, more popular sports, a soccer player

231

00:13:59.620 --> 00:14:00.820

and a football player.

232

00:14:02.300 --> 00:14:06.220

Don't need so much words. You see the football player is just

233

00:14:06.260 --> 00:14:07.280

wearing a helmet

234

00:14:08.140 --> 00:14:09.060

and a gum shield

235

00:14:10.180 --> 00:14:10.760

because

236

00:14:12.120 --> 00:14:15.740

this is the result of also action plans to

237

00:14:16.200 --> 00:14:18.860

decrease impact of the injury.

238

00:14:20.160 --> 00:14:24.020

And also, you can see he is wearing shoulders and protective pads

239

00:14:24.060 --> 00:14:24.340

on his

240

00:14:25.300 --> 00:14:25.660

legs.

241

00:14:28.520 --> 00:14:30.920

While we're talking about mitigation plans,

242

00:14:32.320 --> 00:14:35.920

we have to talk about bow tie because

243

00:14:36.220 --> 00:14:40.160

it's also a very popular way and easy to use and easy to

244

00:14:40.240 --> 00:14:44.180

understand. You can easily zoom in to see the details and zoom out

245

00:14:44.220 --> 00:14:47.480

to see all the frame for the risk analysis.

246

00:14:49.280 --> 00:14:52.900

In the middle, you put the hazard, you put the event here

247

00:14:53.420 --> 00:14:54.800

in the bow tie, and

248

00:14:55.900 --> 00:14:57.780

you can see at the left the threats.

249

00:14:58.380 --> 00:15:00.500

Here, you have to ask many times,

250

00:15:01.500 --> 00:15:03.560

what may be the potential causes?

251

00:15:03.640 --> 00:15:07.480

Because there is not only

252

00:15:07.520 --> 00:15:11.140

one potential cause. You have to ask many times this question and write down all

253

00:15:11.200 --> 00:15:12.700

the potential causes here.

254

00:15:13.520 --> 00:15:14.880

And at the right-hand side,

255

00:15:15.720 --> 00:15:19.380

it's for consequences. And here, we have to

256

00:15:19.500 --> 00:15:19.740

ask,

257

00:15:20.800 --> 00:15:23.400

what may be the potential outcome here?

258

00:15:23.610 --> 00:15:27.420

So we write down

259

00:15:27.480 --> 00:15:30.000

here the potential outcomes of the event.

260

00:15:31.240 --> 00:15:34.960

Now we need barriers. We need mitigation plans.

261

00:15:36.420 --> 00:15:39.000

The area between event and threats

262

00:15:40.440 --> 00:15:43.080

is for barriers, for prevention actions.

263

00:15:43.500 --> 00:15:46.620

Now we ask, how can I prevent?

264

00:15:47.880 --> 00:15:51.320

We ask this question many times and write down

265

00:15:52.340 --> 00:15:54.220

the actions, the

266

00:15:55.280 --> 00:15:58.320

answer of this question as a prevention

267

00:15:59.080 --> 00:16:02.940

action plans. That's for probability, to decrease probability.

268

00:16:04.260 --> 00:16:07.290

At the right-hand side, between event and

269

00:16:07.380 --> 00:16:10.440

consequences, now we have to ask,

270

00:16:11.860 --> 00:16:14.620
how can I recover?

271
00:16:14.930 --> 00:16:18.400
So the answer of this

272
00:16:18.460 --> 00:16:20.960
question is for mitigation

273
00:16:21.060 --> 00:16:23.180
of impacts.

274
00:16:24.300 --> 00:16:27.940
So when we complete the bow tie by answering these

275
00:16:28.000 --> 00:16:31.840
questions, it's a

276
00:16:31.879 --> 00:16:34.960
complete way to analyze the risk and find the mitigation

277
00:16:35.040 --> 00:16:38.870
actions here by using this bow tie

278
00:16:39.000 --> 00:16:39.340
model.

279
00:16:41.780 --> 00:16:42.980
And the other steps,

280
00:16:43.960 --> 00:16:47.760
step three, action due dates. It's very easy as all the

281
00:16:47.860 --> 00:16:49.620
actions should have due dates.

282
00:16:50.720 --> 00:16:54.620
Also, mitigation plans should have due dates because it's

283
00:16:54.640 --> 00:16:57.240
important because it's sometimes missing.

284

00:16:58.100 --> 00:17:00.580

And step four, approval authority.

285

00:17:01.380 --> 00:17:02.700

It's not always

286

00:17:03.800 --> 00:17:06.600

mitigate the risk to an acceptable level.

287

00:17:07.520 --> 00:17:08.980

And for the residual risks,

288

00:17:10.020 --> 00:17:11.860

you have to define before

289

00:17:12.681 --> 00:17:16.401

the level of authority and in accordance with the level

290

00:17:16.500 --> 00:17:20.440

of residual risks. If your residual risk

291

00:17:20.560 --> 00:17:21.780

is high,

292

00:17:23.161 --> 00:17:24.840

let's remember what is high.

293

00:17:26.600 --> 00:17:26.881

Here.

294

00:17:28.000 --> 00:17:29.070

High, then

295

00:17:31.260 --> 00:17:34.400

sorry, then

296

00:17:35.260 --> 00:17:38.700

your authorization level will be vice presidency in

297

00:17:38.780 --> 00:17:40.040
our company.

298

00:17:41.220 --> 00:17:44.880
And this is a way to inform your executives, your managers, about the

299

00:17:44.920 --> 00:17:46.620
residual risks. And they

300

00:17:47.440 --> 00:17:51.300
may use their power of authority or source of

301

00:17:51.860 --> 00:17:55.380
resource of his authority to

302

00:17:56.780 --> 00:18:00.540
have more additional mitigations.

303

00:18:00.880 --> 00:18:04.380
So this is a way to inform your executives.

304

00:18:04.740 --> 00:18:07.200
And step five is reviewing the

305

00:18:08.900 --> 00:18:10.400
completed closed

306

00:18:11.460 --> 00:18:15.436
risks. This meansAfter closing of all

307

00:18:15.516 --> 00:18:18.876
risks, you have to periodically review them because

308

00:18:20.476 --> 00:18:24.316
the situations, the conditions, or the results of actions

309

00:18:24.796 --> 00:18:25.556
may change

310

00:18:27.456 --> 00:18:31.096
in time. So you have to periodically review them if everything is

311
00:18:31.236 --> 00:18:34.456
okay, if the conditions changed or not.

312
00:18:37.196 --> 00:18:37.636
And

313
00:18:38.576 --> 00:18:42.176
the fourth section of presentation is for safety culture.

314
00:18:42.516 --> 00:18:46.176
It's speak up and just culture. And I said, for me,

315
00:18:46.716 --> 00:18:49.656
the real core of SMS is safety culture.

316
00:18:51.316 --> 00:18:51.496
Now,

317
00:18:52.776 --> 00:18:56.716
to use risk management as a tool, you need to identify hazards.

318
00:18:57.116 --> 00:19:00.076
To identify hazards, you need people to talk.

319
00:19:00.236 --> 00:19:02.036
You need to collect data.

320
00:19:02.976 --> 00:19:06.256
You need the people present and talk.

321
00:19:06.556 --> 00:19:10.316
Talk about the failures that they face, that they see.

322
00:19:10.876 --> 00:19:14.496
Talk about their own failures or the other

323
00:19:14.516 --> 00:19:18.136
employee's failure, or about the unsafe conditions

324

00:19:18.196 --> 00:19:21.736
happening in the organization. But

325
00:19:21.796 --> 00:19:25.296
how? They shouldn't afraid to talk about it.

326
00:19:25.596 --> 00:19:28.516
Remember Kevin's example. When a technician

327
00:19:29.176 --> 00:19:32.896
informed CEO about a failure, about a problem, the

328
00:19:32.976 --> 00:19:34.836
next day, nobody's seen

329
00:19:36.156 --> 00:19:39.776
him anymore. So that's why we say

330
00:19:39.896 --> 00:19:41.376
safety is a culture.

331
00:19:42.356 --> 00:19:46.156
From the top manager, accountable manager, to the lowest

332
00:19:46.236 --> 00:19:50.216
level of executive, everyone in your organization

333
00:19:50.796 --> 00:19:54.636
should trust the system, should deeply trust the system,

334
00:19:54.956 --> 00:19:57.216
and work for it. It's a long journey.

335
00:19:57.756 --> 00:20:01.616
Every organization have to spend time for this, and everybody

336
00:20:01.676 --> 00:20:03.266
must trust this. And

337
00:20:04.896 --> 00:20:08.436
you have to encourage people to talk, but

338

00:20:08.536 --> 00:20:08.896

how?

339

00:20:10.256 --> 00:20:12.616

The first thing is commitment.

340

00:20:16.036 --> 00:20:19.256

Commitment comes from the accountable manager.

341

00:20:19.756 --> 00:20:22.935

We will talk about it, but later on. Later.

342

00:20:24.516 --> 00:20:27.036

Next is promotion, training, and reportings.

343

00:20:28.416 --> 00:20:32.016

So, the commitment. There should be a formal paper, documented

344

00:20:32.196 --> 00:20:34.016

paper for the commitment.

345

00:20:35.096 --> 00:20:37.296

And this commitment should be

346

00:20:38.176 --> 00:20:40.756

undersigned by all accountable managers.

347

00:20:41.216 --> 00:20:41.716

Here's the

348

00:20:42.596 --> 00:20:45.586

example from our company and all the safety managers and

349

00:20:47.356 --> 00:20:48.436

accountable managers,

350

00:20:49.576 --> 00:20:52.156

President, CEO, are signed this document.

351

00:20:52.516 --> 00:20:53.696
In this document,

352
00:20:56.296 --> 00:20:58.976
the commitment should include

353
00:20:59.696 --> 00:21:02.996
encouragement as well as non-punishment.

354
00:21:03.056 --> 00:21:06.486
That means the people in your factory, the people in your organization,

355
00:21:07.376 --> 00:21:10.456
shouldn't afraid to talk, and this should be

356
00:21:10.496 --> 00:21:13.476
documented and published in the

357
00:21:14.716 --> 00:21:15.856
document system, et cetera.

358
00:21:18.216 --> 00:21:21.056
When you get commitment, now it's time to promote it

359
00:21:22.856 --> 00:21:24.656
into your whole organization.

360
00:21:25.576 --> 00:21:26.536
Use the pictures

361
00:21:27.456 --> 00:21:30.236
from my company. They are my colleagues.

362
00:21:31.276 --> 00:21:35.036
For example, last year, we visited all the shop floors in our

363
00:21:35.076 --> 00:21:38.456
factory, and we reached more than 3,000

364
00:21:38.516 --> 00:21:42.296
technicians and make face-to-face safety

365
00:21:42.336 --> 00:21:45.936
talks. We talked them about the safety.

366
00:21:45.996 --> 00:21:47.976
We talked them about the reporting systems.

367
00:21:48.216 --> 00:21:51.776
We tell them the

368
00:21:51.816 --> 00:21:54.856
commitment of the accountable managers.

369
00:21:54.996 --> 00:21:58.776
And award program will also be a promotion

370
00:21:58.956 --> 00:22:02.876
method. You can award the employees contributing

371
00:22:02.896 --> 00:22:03.556
to the system.

372
00:22:04.916 --> 00:22:08.596
And also you can use screensavers, safety articles

373
00:22:08.756 --> 00:22:09.436
published in the

374
00:22:10.356 --> 00:22:11.576
journals, or

375
00:22:12.656 --> 00:22:14.536
right-hand side at the bottom, you see

376
00:22:15.396 --> 00:22:18.776
coffee, tea bottles, cups. You can

377
00:22:18.976 --> 00:22:22.376
use it for safety informations also

378

00:22:22.436 --> 00:22:26.116
because everybody in the organization using

379
00:22:26.276 --> 00:22:27.496
up these cups. Yeah.

380
00:22:31.176 --> 00:22:34.016
Because it's very useful in our factory. We are using it.

381
00:22:37.396 --> 00:22:41.256
And then, organization should have a formal training

382
00:22:41.396 --> 00:22:41.956
program.

383
00:22:42.796 --> 00:22:46.376
You should train all the people, all the employees in your company.

384
00:22:48.196 --> 00:22:52.105
For example, in our organization, we have two different training
programs,

385
00:22:52.256 --> 00:22:56.196
trainings. One is e-learning, 45 minutes e-learning, and the other one

386
00:22:56.216 --> 00:22:56.376
is

387
00:22:57.496 --> 00:23:01.076
two hours classroom trainings, and you see the pictures from our

388
00:23:01.136 --> 00:23:01.756
trainings.

389
00:23:04.856 --> 00:23:08.576
Now, we have commitment on hand. We have promoted it to

390
00:23:08.636 --> 00:23:10.456
entire company.

391
00:23:12.196 --> 00:23:13.296

We trained the people.

392

00:23:14.896 --> 00:23:18.796

How do they report? As a complementary of the system, there

393

00:23:18.916 --> 00:23:21.356

should be a reporting application,

394

00:23:22.936 --> 00:23:26.476

and this application should include

395

00:23:26.576 --> 00:23:27.516

opportunity

396

00:23:28.916 --> 00:23:30.636

to report anonymously.

397

00:23:32.176 --> 00:23:32.396

If

398

00:23:33.376 --> 00:23:37.096

they don't want to give his or her name, you have to

399

00:23:37.216 --> 00:23:41.016

give opportunity for them to without giving his or

400

00:23:41.056 --> 00:23:41.536

her name.

401

00:23:43.576 --> 00:23:47.476

And it should be easy to use. Just write down the text and click

402

00:23:47.556 --> 00:23:50.996

Yes. At the upper side of the form, you see

403

00:23:52.196 --> 00:23:53.726

password and name. If

404

00:23:54.836 --> 00:23:57.896

the employee didn't fill out here, we cannot

405

00:23:57.956 --> 00:24:01.626
reach their name. And also for the incident

406

00:24:02.216 --> 00:24:04.816
reportings, there should be a system also.

407

00:24:08.756 --> 00:24:12.256
And the last point, or maybe the first point

408

00:24:12.636 --> 00:24:15.876
is, if occurs, you should have a plan.

409

00:24:16.196 --> 00:24:19.536
What occurs?The aim is preventing

410

00:24:19.616 --> 00:24:20.216
accident.

411

00:24:21.476 --> 00:24:25.176
If occurs, we should have a plan. It's emergency response

412

00:24:25.256 --> 00:24:28.736
planning. We don't want, we don't expect, but

413

00:24:30.076 --> 00:24:33.116
when an emergency call received, everybody in your

414

00:24:33.156 --> 00:24:36.936
organization should know who will call who,

415

00:24:37.476 --> 00:24:41.436
who will do what, and what are the priorities and what are the

416

00:24:41.496 --> 00:24:41.976
teams.

417

00:24:44.096 --> 00:24:45.996
So you can manage

418

00:24:47.296 --> 00:24:49.316

the important two, three hours

419

00:24:50.976 --> 00:24:54.736

by knowing, by planning this before. But it's not enough.

420

00:24:56.936 --> 00:25:00.456

You have to plan the emergency drills to check

421

00:25:00.876 --> 00:25:02.596

if this plan is working.

422

00:25:04.096 --> 00:25:07.936

If it's not working, if you find gaps, you have to fix it.

423

00:25:07.996 --> 00:25:11.456

You have to revise this document. And right-hand side, you see the

424

00:25:11.496 --> 00:25:15.116

emergency drill that planned in our company

425

00:25:15.536 --> 00:25:15.996

for the

426

00:25:16.856 --> 00:25:20.696

pilot rescue, and we found gaps here, and

427

00:25:20.736 --> 00:25:21.876

then we revised it.

428

00:25:25.856 --> 00:25:27.376

So thank you for listening.

429

00:25:28.436 --> 00:25:32.376

And as everybody knows, safety is everyone's responsibility.

430

00:25:34.656 --> 00:25:38.136

And if you have questions, please, I'm here to answer.

431

00:25:38.356 --> 00:25:38.816

Thank you.

432

00:25:51.696 --> 00:25:52.896

Okay. Thank you very much.

433

00:25:54.536 --> 00:25:55.696

Bibey, I have a question for you.

434

00:25:57.316 --> 00:26:01.116

How long have you been working on this SMS implementation in your

435

00:26:01.216 --> 00:26:01.606

company?

436

00:26:02.636 --> 00:26:05.216

In our company, we

437

00:26:06.176 --> 00:26:09.766

established safety management system at 2020 and

438

00:26:09.836 --> 00:26:13.556

'21, and for five years we're working on

439

00:26:13.596 --> 00:26:17.576

this. But as we talked before, the important thing is, yes,

440

00:26:17.776 --> 00:26:21.696

we say that we established all the pillars, everything

441

00:26:21.736 --> 00:26:25.376

is okay, but the important thing is maintaining safety

442

00:26:25.476 --> 00:26:25.996

culture,

443

00:26:27.036 --> 00:26:30.226

because Kevin's example is correct. It's true.

444

00:26:30.786 --> 00:26:31.336

It's happening

445

00:26:32.256 --> 00:26:32.716

everywhere.

446

00:26:35.156 --> 00:26:35.416

Thank you.

447

00:26:36.316 --> 00:26:37.756

Okay. We've got one question over there.

448

00:26:45.726 --> 00:26:46.976

Thank you for the presentation.

449

00:26:48.196 --> 00:26:51.656

We deal with similar issue regarding anonymous feedback.

450

00:26:52.636 --> 00:26:56.316

In case there is a feedback that you would like to address,

451

00:26:56.756 --> 00:26:57.036

but the

452

00:26:58.536 --> 00:27:02.316

submitter is anonymous, how do you follow up later

453

00:27:02.476 --> 00:27:03.696

on, on any action items?

454

00:27:05.976 --> 00:27:09.536

When an employee reports anonymously, he gets a

455

00:27:09.596 --> 00:27:12.356

number from the system, and

456

00:27:13.536 --> 00:27:16.316

after reviewing the problem,

457

00:27:17.816 --> 00:27:18.016

we

458

00:27:19.336 --> 00:27:22.896

give feedback from the system, and the initiator

459

00:27:22.916 --> 00:27:26.676
can check it from the number itself and gives

460

00:27:26.756 --> 00:27:28.356
further feedback to us.

461

00:27:29.216 --> 00:27:32.756
So nobody knows who is working with this and who is

462

00:27:32.776 --> 00:27:36.056
reported. So, from the system, you can

463

00:27:36.676 --> 00:27:37.895
easily follow up the case.

464

00:27:38.936 --> 00:27:39.236
Thank you.

465

00:27:39.476 --> 00:27:39.756
Thank you.

466

00:27:45.496 --> 00:27:49.016
We've got time for one more question. If not, we will proceed.

467

00:27:50.816 --> 00:27:54.136
Okay. And then thanks a lot for this presentation.

468

00:27:54.396 --> 00:27:56.236
Thank you very much.

469

00:27:56.296 --> 00:27:56.776
Thank you.

470

00:28:00.736 --> 00:28:01.056
All right.

471

00:28:02.236 --> 00:28:02.536
Next