



Australian Government

Department of Defence

Defence Aviation Safety Authority

Commitment to Safety

A Safety Authority Perspective

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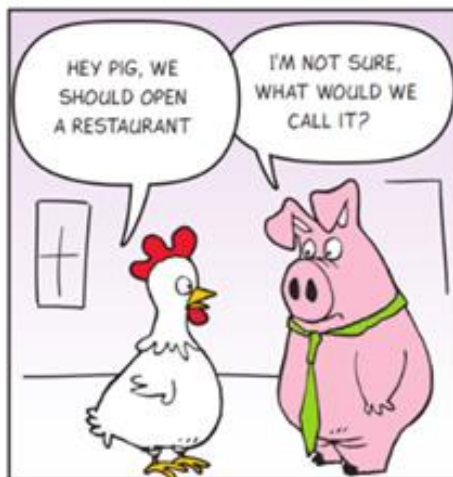


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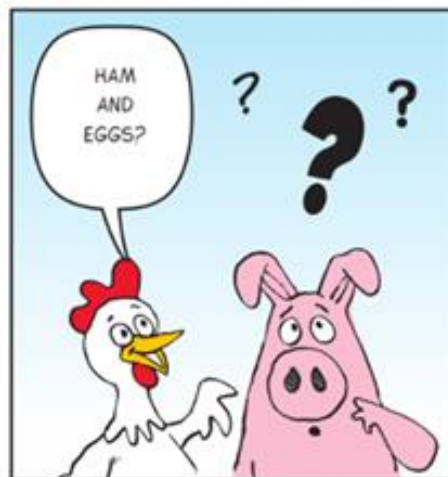


This presentation aims to dismantle and discuss the basic requirements and characteristics of 'Management Commitment'. The presentation will also illustrate how organisations may apply 'Management Commitment' by way of examples.

Agile Safari™



PIG & CHICKEN PART 1



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Successful Aviation SMSs have exceptional safety cultures that rely significantly upon strong command and management commitment.





Scope

- About Regulation and DASA
- About Culture and Commitment
- Un-pack Management Commitment to Safety
 - Characteristics
 - Practical tips
 - Case study
 - Fostering Support





About Regulation

- **Regulation:** An intentional measure or intervention that seeks to change the behaviour of individuals or groups*
- **Why we regulate....to protect the public interest due to:**
 - Inability of the market to provide common goods
 - Negative externalities
 - Knowledge Asymmetry
 - Cost Equity
- **Benefits of Regulation:**
 - Minimises Harm, Manages Complexity, Creates Order, Engenders Trust, Lowers Costs
 - Enables Duty Holders to meet their statutory safety responsibilities

**Source: 'The Tools of Regulation', Arie Freiberg*





About DASA

- Vision:
 - “Capability First, Safety Always”
- Mission:
 - to support aviation commanders and assure a credible and defensible level of aviation safety...how:
 - provide framework, instruments, approvals, licences
 - provide rules/standards, help achieve and remedy poor practice
- Purpose:
 - DASA will enhance and promote military aviation safety
 - need both ‘Assure’ and ‘Ensure’ to provide the level of safety required both ethically and legally





About Culture and Commitment

- Culture: ‘how we do business around here’
 - National, Occupational and Organisational
- Driven by values and practices
 - what is important to you
 - what you do in a practical sense to demonstrate what is important
- Why is this important:
 - Aviation safety is dependent of an effective SMS
 - SMS is driven by culture
 - Culture is driven by Management Commitment





Commitment to Safety....the Force

"Well, the Force is what gives a Jedi his power. It's an energy field created by all living things. It surrounds us and penetrates us; it binds the galaxy together."

—Obi-Wan Kenobi —





Aviation Safety is... a Command responsibility

- Commitment is:
 - Accepting responsibility
 - Recognising safety as a priority
 - Committing to improve standards
 - Allocating resources





Aviation Safety is... a Management responsibility

- Commitment is:
 - Live the safety policy
 - Embrace the key characteristics
 - Taking action - practical examples
 - Fostering Support
 - Remember, the Force will be with you always





Management commitment to safety

...key characteristics (values)

- Sufficient **resources** to maintain and execute the SMS
- High levels of safety **knowledge** with all levels of management
- Environment of **trust** to enable open reporting and discussion of safety issues
- Non-punitive policy toward error (**Just and Fair**)
- Active and visible **participation** by managers at all levels in the organisations SMS
- Safety being **front of mind**....and integrated into the business
- Live in a state of **Chronic unease**, continuously thinking about hazards and ways to improve your safety management system
- **Protection** of safety data





Some practical tips...what can you do?

- Have a **conversation** about safety with superiors, peers and subordinates:
 - encourage active communications
 - internal and external to the organisation
 - issues and decisions
- Be able to **quote**:
 - the 'top 5' hazards and key controls
 - safety policy, priorities and objectives
- Taking definitive and **timely action**:
 - to address safety issues
 - communicate actions and results to subordinates





Some practical tips...what can you do?

- **Correcting** any observed unsafe behaviours and practice
- **Attending** all safety meetings, boards and safety activities
- **Analysing** safety performance
- Incorporate safety activities and initiatives into **business planning** and event schedules
- **Reward** staff for good behaviours and initiatives
- Meet routinely and **share** data with similar organisations to ensure cross-pollination of ideas/initiatives
- Hold '**mock trials**' (run by a contracted legal firm) to reinforce safety culture





Everyone has safety responsibilities ...but they are not all the same

- Commitment to safety needs to be demonstrated at all levels within the command chain:
 - Command
 - Managers
 - Supervisors
 - Workers





Regulations support aviation safety commitment

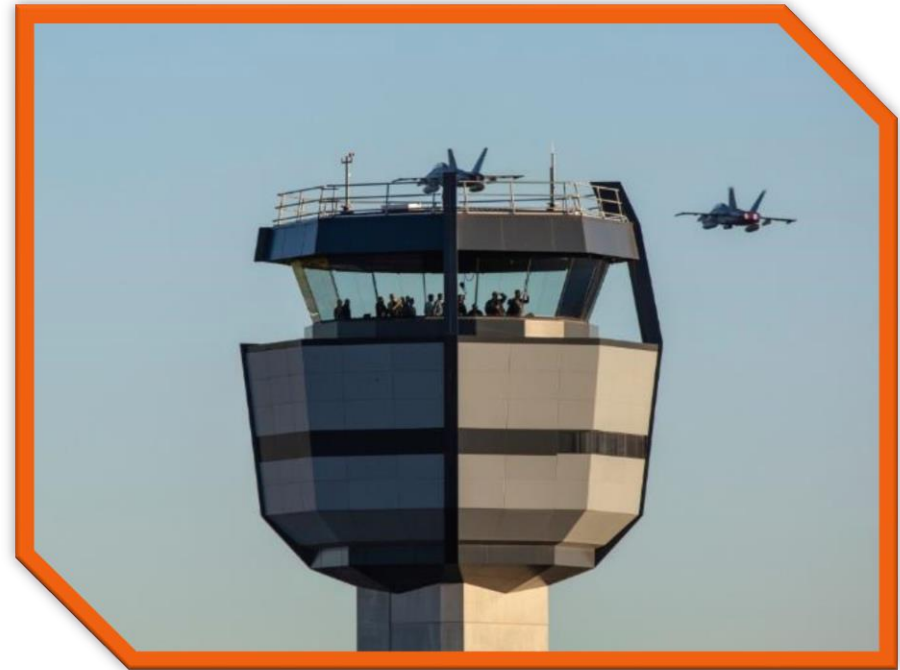
- DASRs are an amplification of the WHS Act 2011, and support Commanders and Managers to meet their Aviation Safety
- Responsibilities and Accountabilities are now more clearly defined





How to foster and support aviation safety commitment

- Take action to influence
- Communicate
- Encourage 'dissent-style' thinking
- Cross organisation opportunities
- Be innovative with your solutions
- Recognition - Reward what you value





CLOSING REMARKS MANAGEMENT COMMITMENT



Do not underestimate the power of the Force

QUESTIONS?

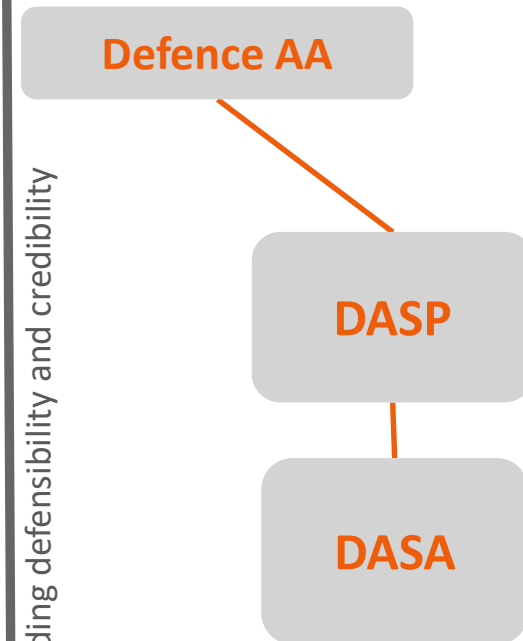
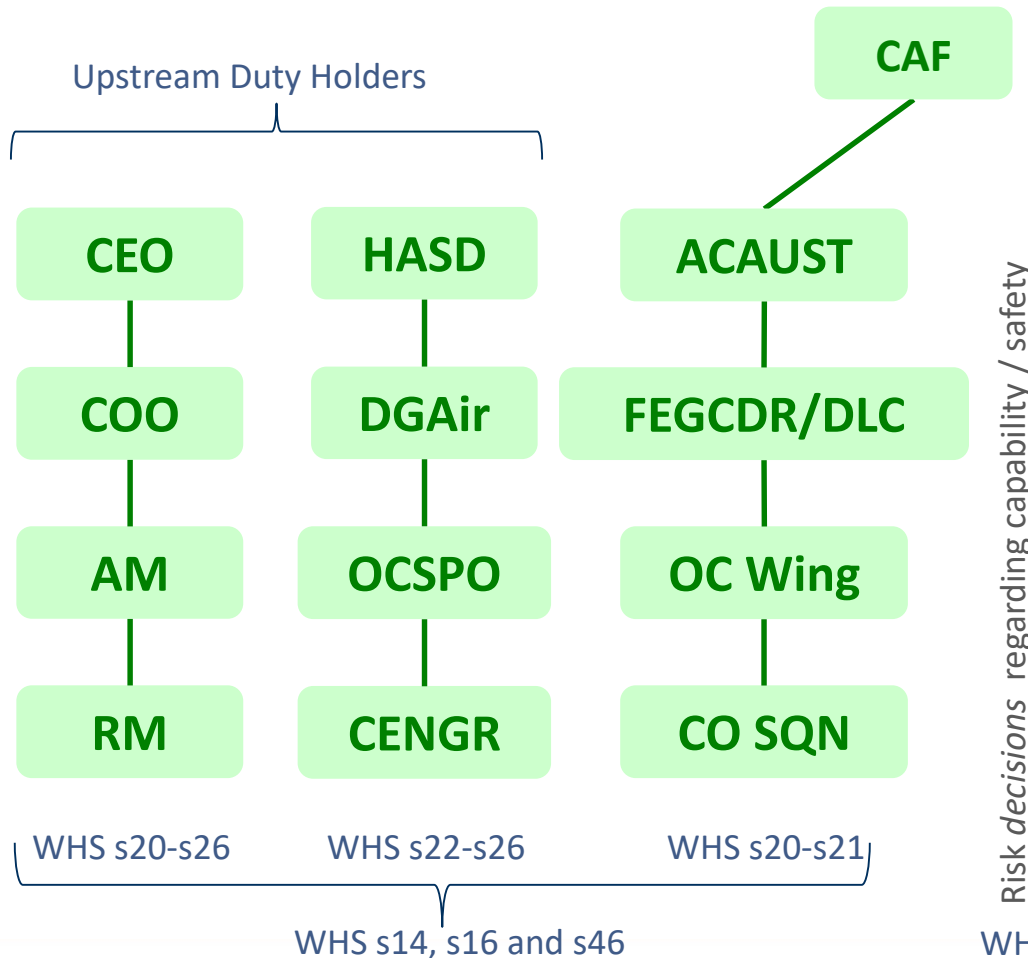


Defence Aviation
Safety Authority

Roles and Responsibilities

Duty Holders must ensure that hazards are eliminated SFARP or if not, that risks are minimized SFARP

DASF assures that safety of military aviation is both credible and defensible



Obligation from S10/11 of Defence Act to amplify statutory safety obligations IAW international conventions in safety aviation

WHS s14