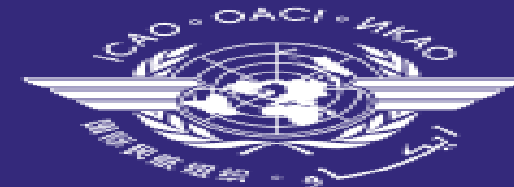


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Safety Management Manual (SMM)

Approved by the Secretary General
and published under his authority

Third Edition — 2013

International Civil Aviation Organization

3.7 OPERATIONAL SAFETY MANAGEMENT — EIGHT BASIC PILLARS

3.7.1 Eight basic and generic elements are the foundation of the operational safety management process. national, namely:

- a) **Senior management commitment to safety management.** Safety management, like any other management activity, requires the allocation of resources. In all organizations, this allocation of resources is a senior management function, hence the need for senior management commitment to safety management. In plain language: no money, no safety.
- b) **Effective safety reporting.** It is well known that “you cannot manage what you cannot measure”. To manage safety, organizations must acquire safety data on hazards that can be measured. The majority of such data will be acquired through voluntary and self-reported actions by operational personnel. It is therefore essential that organizations develop work environments in which effective safety reporting by personnel takes place.
- c) **Continuous monitoring** through systems that collect safety data on hazards during normal operations. Safety data collection is only the first step. Beyond collection, organizations must analyze and extract safety information from the data, because data collected and relegated to a drawer is equivalent to no data. In addition, it is essential to share the safety information and intelligence obtained with those who operate the system on a daily basis because they are the ones who are in constant contact with the hazards, the consequences of which effective safety reporting seeks to mitigate.

- d) **Investigation of safety events** with the objective of identifying safety deficiencies in the system rather than assigning blame. Identifying “who did it” is not as important as learning “why it happened.” System resilience can be much more effectively strengthened by eliminating deficiencies than by eliminating supposedly “ineligible” individuals.
- e) **Sharing safety lessons learned and best practices** through active exchange of safety information. Another well-known aphorism eloquently illustrates the need for data sharing and exchange of safety information: “learn from the mistakes of others, you will not live long enough to make them all yourself.” The aviation industry’s excellent tradition of sharing safety data should be maintained and, if possible, reinforced.
- (f) **Integration of safety training for operational personnel.** Training programmes for operational personnel rarely include special training in safety. It is assumed that since “safety is everyone’s responsibility”, operational personnel are safety experts in their own right. The fallacy of this reasoning is evident and is discussed in Chapter 7. There is an urgent need to include special training dealing with the basic aspects of safety management at all levels of personnel training.
- g) **Effective implementation of standard operating procedures (SOPs)**, including the use of checklists and briefings. Whether in the cockpit, an air traffic control room, a maintenance shop or on an aerodrome apron, SOPs, checklists and briefings are among the most effective safety mechanisms available to personnel in the performance of their daily responsibilities. They also provide a powerful organizational mandate with respect to how management can implement and implement safety procedures.

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THANKS

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