



SMS AIRLINE INTEGRATION DEVELOPMENT KLM ROYAL DUTCH AIRLINES – AMSTERDAM

Baines Simmons was engaged by KLM's Accountable Manager to provide direction and support for developing an integrated corporate and divisional safety management system (SMS) across the airline.



KLM wished to strengthen its risk management capability in the pursuit of enhanced corporate decision-making capability.

KLM required a base-line review of the divisional units' readiness to integrate across nine stand-alone safety management systems (corporate and eight divisions). Best practice activities, development areas and activities to be mandated needed to be understood and identified for future integration.

CLIENT PROFILE

KLM is the flag carrier airline of the Netherlands and is the oldest airline in the world still operating under its original name. KLM's hub is at Amsterdam's Schiphol Airport, out of which it operates worldwide scheduled passenger and cargo services employing over 30,000 employees.

THE CHALLENGE

To integrate safety and risk management across KLM's eight operational divisions, including KLM Cityhopper, all of which were at differing levels of safety management capability and safety culture maturity.



The programme required a consistent approach across the corporate and eight airline divisions: Engineering and Maintenance, Security, Ground Services, Flight Operations, In-Flight Services, Operations Control, KLM Cityhopper and Cargo.

This required reviewing the key enablers and leading practices across key strategic SMS disciplines: safety leadership, safety assurance, safety culture, safety competency and safety capability.

KLM sought to retain and promote existing best SMS practices across the divisions, which required a comprehensive mapping project to be conducted. Importantly, the project needed to determine the minimum essential requirements that would support a uniform approach to SMS integration. The divisions also required an understanding of future development areas for successful integration.

THE SOLUTION

Working with the KLM Project Manager, the Baines Simmons team of highly experienced SMS consultants from the UK and USA led and managed the programme and provided valuable insights to world-class SMS standards and recommended practices.

We conducted a Safety Management Diagnostic (SMD) using our Safety Management Risk Reduction Toolkit (SMARRT®) which provided a structured approach to the analysis of safety management performance, capability and maturity. This approach resulted in a meaningful and comprehensive analysis of KLM's existing SMS and provided a clear 'Point A' status (where they are now) of KLM's eight business divisions, including its KLM Cityhopper operation.

Crucially, our programme was also designed to be capable of assessing KLM's readiness to move towards implementing an integrated, airline-wide SMS.

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We set ourselves a big ambition to integrate our SMS across all divisions. Baines Simmons has been a strong catalyst to setting us up for success. They have brought energy, inspiration, advice and best practice-thinking throughout the programme.

They have challenged all of us with their ideas, perspectives and experience in a way that we could not have done internally.

The high levels of engagement, detailed discussions and enthusiastic participation among our people throughout the programme highlighted the success of Baines Simmons' approach.

I feel they have played a major role in facilitating us on our journey to delivering our world-class safety standard aspirations.

Michiel van Dorst, Deputy COO, KLM



- Divisional reviews were performed with senior divisional managers to identify missing, underperforming and performing SMS elements
- The SMD generated conclusions across key strategic SMS disciplines: safety leadership, safety assurance, safety culture, safety competency and safety capability
- Specific observations, expert recommendations and gap analysis data were presented to the Accountable Manager and Executive level Safety Quality Board through a detailed report and presentation
- The report provided the Executive and Senior Management with holistic perspectives of KLM's current safety management environment, which enabled them to better understand, discuss and focus on the current 'Point A' situation
- Our recommendations offered a fresh and structured approach and clear priorities for the next stages of SMS development. In addition to industry-leading and regulation compliance criteria, divisional and corporate safety management capability was assessed and scored against KLM's own world-class performance aspirations
- The divisions were individually and collectively assessed for their capability and readiness to implement an integrated SMS, as well as for 'missing elements' of a performing SMS
- A strategic level safety management road map was developed to lead the way forward



THE OUTCOME

The programme is recognised as valuable in bringing senior management thinking together, providing direction and generating focus.

The final report summarised and detailed the programme's findings, analysis, opinions and recommendations. It highlighted elements of the current SMS to be mandated as leading practice activities across all Divisions /stakeholders, including safety meeting structures, policies, terms of reference, common risk management processes, investigation techniques and processes, event and hazard reporting.

The recommendations also highlighted specific areas for consideration: safety vision, strategy, governance and leadership, and performance indicator measurements for communications, just culture and data management.

All of this has powerfully enabled the Accountable Manager and Senior Divisional Management teams to gain a holistic, comprehensive and objective review of how the SMS integration needs to be directed, timetabled, prioritised and resourced.

SUMMARY OF BAINES SIMMONS SERVICES UTILISED

SMARRT®

+ Safety Management Diagnostic (SMD)

Consulting support

+ Strategy-level Safety Management Leadership Support