

OLIVER WYMAN CAVOK

AVIATION SAFETY TRAINING FOR MANAGERS



AVIATION SAFETY TRAINING FOR MANAGERS

A BLENDED LEARNING PROGRAMME FOR OPERATIONAL MANAGERS, SUPERVISORS AND TEAM LEADERS

ICAO clearly states that aviation Service Providers must provide appropriate training and education to all staff with SMS duties and responsibilities regardless of their level or role in the organisation. For European Initial and Continuing Airworthiness organisations the ICAO SARPS for SMS will soon be implemented through new EASA regulation, which means training operational staff in SMS is fast becoming a high priority.

An effective SMS requires active leadership, a performing management system and a positive safety culture. This cannot be achieved without on-going staff education, training and awareness. Industry experience shows that SMS is very much a people centric undertaking. One of the most influential groups in making SMS a success has been at manager and supervisor level, as they set the tone of safety culture at the working level.

WHAT IS AVIATION SAFETY TRAINING FOR MANAGERS?

Aviation Safety Training for Managers is a role specific, competence-based and highly flexible training programme, designed specifically for operational managers, supervisors and team leaders. We offer an agile modern approach to aviation safety training that is engaging, interactive and memorable. The combination of digital, classroom and on-the-job learning activities have been carefully designed to increase learning retention and drive aviation safety performance at operational level.

HOW WILL THIS BENEFIT LEARNERS?

Learners will benefit from access to all or part of the training on-line. This reduces time spent in the classroom and provides learners with 24 x 7 access to training. Face to face training is fully personalised to meet unique learning requirements of both individuals and teams. This means that learning is totally focused on improving individual and team safety competence and performance.

HOW WILL THIS BENEFIT THE ORGANISATION?

Engaging and energizing your people to safety significantly improve SMS performance by avoiding the pitfalls of SMS becoming a tick box, non-value adding compliance issue and will reap significant business benefits:

- Improves safety competence, behaviour and the ability to make risk-based decisions
- Increases safety hazard reporting
- Drives continuous safety and operational improvement
- Meets the requirement of 'initial' safety training
- Improves baseline regulatory compliance
- Creates a positive safety culture

REGULATORY DRIVERS FOR SAFETY

ICAO guidance states that aviation Service Providers must provide appropriate training and education to staff with SMS duties and responsibilities regardless of their level or role in the organisation.

For European Initial and Continuing Airworthiness organisations the ICAO SARPS for SMS will soon be implemented through new EASA regulation. The related Notice of Proposed Amendment (NPA) introduces a Management System approach which follows the successful introduction of SMS into Air Operations using the same philosophy. This concept seeks to integrate SMS into existing Management Systems, meaning safety is not managed in isolation or treated as a bolt-on; it becomes part of everyday operational activity.

North American operators in Canada are required to be SMS compliant. In the US, FAA regulations require all Part 121 operators to have implemented an SMS. Though not mandatory for Part 135 Operators or Part 145 MROs, there are provisions to enhance operator safety through a voluntary compliance program.

MOVING FROM SAFETY COMPLIANCE TO PERFORMANCE

Improved organisational safety performance requires effective compliance as a foundation and is further enhanced by the introduction of Safety Management Systems, which focus on developing safety leadership, improving management system performance and fostering a positive safety culture. These elements are interdependent and are supported by on-going programme of staff education, training and awareness to be effective.

Safety management is a process that manages aviation safety risk. It not only prevents incidents and accidents, it provides strategic advantage in meeting the organisation's business objectives. Any investment in safety training should be considered an investment in productivity and organisational success.



Experience shows that Senior Management have the greatest influence over the strategic success of safety management as they have the levers to create positive safety cultures. However, day to day improvements in Management Systems are driven by Operational Managers. To improve culture, safety and operational performance all managers, supervisors and team leaders need to become effective safety leaders.

“Operational managers are the most under-utilised change vehicles within an organisation”

A BLENDED LEARNING APPROACH

Our *Aviation Safety Training for Managers* blended training programme supports safety and operational performance improvement by unlocking the potential of people. This programme focuses on developing the safety competence of operational managers, supervisors and team leaders within all aviation environments.

Using a blended approach, we ensure that learning is role-specific and is pragmatically transferred into the work place. Blended training replaces the more traditional 'one size fits all' approach, whilst providing a cost-effective, high impact programme of learning.

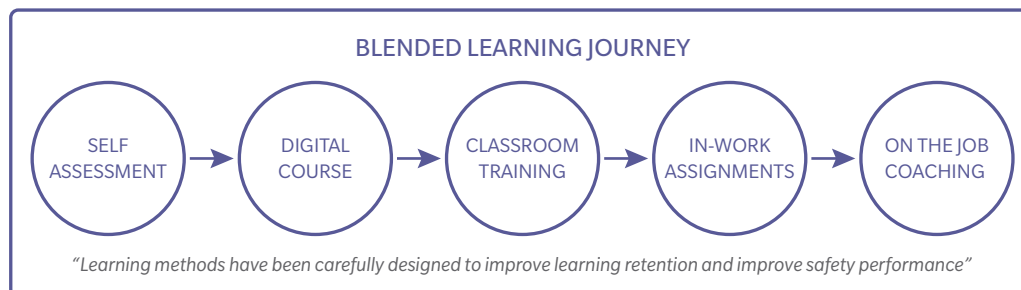
Using our Five Step Learning Methodology Oliver Wyman CAVOK creates customised programmes of learning designed to drive safety performance, whilst satisfying any safety related regulatory requirements.



LEARNING METHODS

Our blended learning programmes offer a range of methods to choose from. We offer an agile modern approach that is engaging, interactive and memorable. The combination of digital, classroom and on-the-job activities have been carefully designed to improve learning retention and improve safety performance.

Content is role specific and focused on improving safety behaviour and imparting the confidence required to enhance on-the-job safety performance. Based on their situation, clients can choose from the following learning methods.



SELF-ASSESSMENT

Self-assessment is an extremely valuable learning tool. Learners can make an assessment against the required competencies, so that any competence gaps can be identified. The assessment process also helps learners to fully understand the learning outcomes and what is required of them.

DIGITAL TRAINING

Digital training is a cost-effective solution in situations where there is a high-volume of learners. It also gives staff instant access to learning and the ability to take a training course on a desktop, tablet and phone at a time that suits the learner. Oliver Wyman CAVOK has invested in the development of an engaging digital training course that is role specific and focussed on developing the safety competence of operational managers.

MODULE 1	MODULE 2	MODULE 3	MODULE 4
<p>Safety Management System Fundamentals</p> <p>In this module we will explain the basic concepts of safety and how this had led us to where we are today</p>	<p>A Manager's Role in Safety</p> <p>In this module you will understand a managers role in safety and why managers have the greatest influence over developing a positive safety culture</p>	<p>Safety Risk Management</p> <p>In this module we will introduce SRM and consider the manager's responsibilities within this process</p>	<p>Creating and Maintaining Positive Safety Behaviours</p> <p>In this module you will understand the elements of safety culture, how you can begin to influence it and take action to begin the change process</p>

Each module comprises of a series of short burst topics, has several interactive exercises and knowledge tests embedded that are designed reinforce key learning points. Modules have been developed as a standalone course and can also be incorporated into a wider programme of blended learning. Digital courses can be branded, and content can be fully customised to reflect an organisation's safety message and challenges.

WORKSHOPS

Workshops focus on developing the skills and soft skills required to improve on-the-job safety performance. Topics include:

- Safety Risk Management in Practice
- Decision Making Skills
- Systems Thinking
- Concepts of Change management

Competency based workshops can be fully tailored to an organisation's safety message and risk context. Workshops can be delivered in the classroom or within a virtual environment.

IN-WORK ASSIGNMENTS

In-work assignments are a highly effective method of reinforcing lessons learned on-the-job. It is recommended that assignments are carried out over 30-90 days, are focused on improving specific areas of weakness and include an evidence-based assessment, that is independently reviewed and evaluated. Assignments can be set on any topic aligned with the programme syllabus.

ON-THE-JOB COACHING

Coaching deals with employee growth, development, and achievement by removing roadblocks to high safety performance. It is well documented that on-the-job coaching is a highly effective form of learning as the experience is aligned to meeting personal learning objectives. Our team provides on-the-job coaching that can be delivered face-to-face or remotely via video conference.

PROGRAMME SYLLABUS

Aviation Safety Training for Managers content is aligned with a set of high-level competencies, that are derived from regulatory compliance requirements and role specific learning needs.

Safety Management System Fundamentals

The concept and evolution of aviation safety management

A Manager's Role in Safety

How managers deliver and support aviation safety

Safety Risk Management

The role of a manager in effective hazard identification, risk management and control

Creating and Maintaining Positive Safety Behaviours

How managers influence and develop positive safety cultures

Decision Making Skills

How to exercise judgment based on all available information

Systems Thinking

The ability to recognize the components of a system and how they interact and Interface

Concepts of Change Management

To be able to understand the importance of managing changes that have an impact on the organisation and safety management system

ESTABLISHING, IMPLEMENTING AND MAINTAINING SAFETY CAPABILITY

Competence development is a key step in engaging people to safety and improving safety performance. Competence development should be deployed alongside an effective Management System and is more successful if embedded as part of a change programme. Successful change programmes comprise of the following building blocks.

SMS: A PROGRAMME OF SAFETY IMPROVEMENT

SMS RAPID ASSESSMENT

The first step of a change programme is to establish the status of the Management System and its culture and leadership

By assessing the current situation, a programme of improvement can be reliably developed, and progress can be measured



SMS IMPROVEMENT

The SMS Improvement phase will prioritise and implement any management system improvements identified within the Rapid Assessment



COMPETENCE DEVELOPMENT

The Competence Development phase will develop skills and capability in safety leadership, the development of a performing management system and a positive safety culture



SAFETY ASSURANCE

The Safety Assurance phase reassesses the performance of the Management System, it's culture and it's leadership



Assurance activities include periodically repeating the SMS Rapid Assessment, conducting safety culture surveys and delivering recurrent training and education whilst identifying areas for on-going continuous improvement

Oliver Wyman CAVOK's training service is tailored to the specific needs of our clients by designing on-demand training programmes for corporate and commercial aircraft operators, MROs, CAMOs, regulators and the military.

Training is of exceptionally high calibre and content is heavily influenced by intelligence and knowhow pulled from numerous client projects. The unique combination of Oliver Wyman's strategic expertise and CAVOK's deep technical knowhow allows us to develop highly effective and innovative training solutions that address top-down aviation skills challenges. Training is delivered by passionate Aviation practitioners who have extensive depth and breadth of experience.

For more information please contact the Oliver Wyman CAVOK Academy:

cavoktraining@oliverwyman.com

+44 (0) 1444 615 020

chris.drew@oliverwyman.com

www.oliverwyman.com

Copyright © 2019 Oliver Wyman

All rights reserved. This report may not be reproduced or redistributed, in whole or in part, without the written permission of Oliver Wyman and Oliver Wyman accepts no liability whatsoever for the actions of third parties in this respect.

The information and opinions in this report were prepared by Oliver Wyman. This report is not investment advice and should not be relied on for such advice or as a substitute for consultation with professional accountants, tax, legal or financial advisors. Oliver Wyman has made every effort to use reliable, up-to-date and comprehensive information and analysis, but all information is provided without warranty of any kind, express or implied. Oliver Wyman disclaims any responsibility to update the information or conclusions in this report. Oliver Wyman accepts no liability for any loss arising from any action taken or refrained from as a result of information contained in this report or any reports or sources of information referred to herein, or for any consequential, special or similar damages even if advised of the possibility of such damages. The report is not an offer to buy or sell securities or a solicitation of an offer to buy or sell securities. This report may not be sold without the written consent of Oliver Wyman.