

Safety Ownership by Line Management

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Overview

- ▼ Framework – Leadership & Safety Culture
- ▼ Line Management - Incident Management
- ▼ Line Management - Hazard & Observation Programme
- ▼ Line Management - Engagement

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- ▶ 60 years of history, global footprint in above 60 countries, servicing nearly 300 airlines in about 130 airports
- ▶ Ground Handling, Cargo, Catering & Travel
- ▶ Singapore – Ramp, Baggage, Passenger, Cargo, Load control & Flight Operations, Lounge & Catering



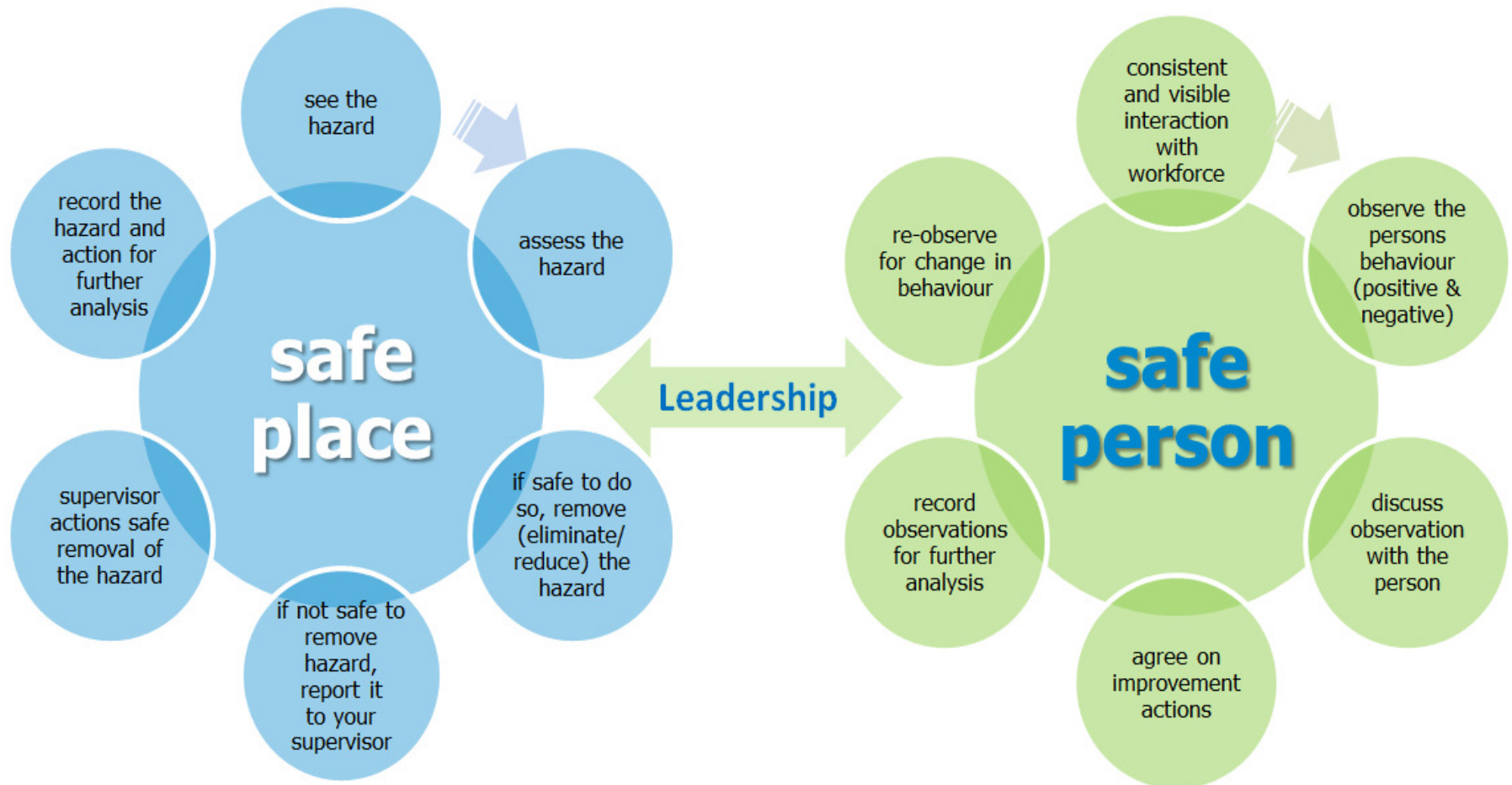
Framework - Leadership & Safety Culture



Safe Place + Safe Person



Safe Place + Safe Person



One Safety Program

- ▶ Changing the Mindset –Safety is somebody’s job. OTP is my job.
- ▶ One Safety Program was launched internationally in May 2013
- ▶ A ‘culture change’ programme
- ▶ One Safety Program aimed at changing organisational culture to improve safety performance, moving closer to ‘zero harm’ workplace.
- ▶ It is about engaging all employees and contractors to adopt good leadership and teamwork by reinforcing safe habits through observations and feedback



Safe Leaders & Safe OTP

- ▶ Instilling safety leadership practices from front line supervisors to senior executives, so that we can build a culture of commitment towards safety
- ▶ Providing leaders with skills and knowledge to become an effective Safety Leader
- ▶ Classroom training and on the job coaching by Safety Coach



Leadership Visibility Index

“Leaders create and change cultures, while managers and administrators live within them.” – -Edgar Schein

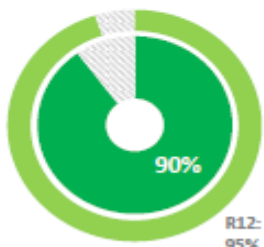


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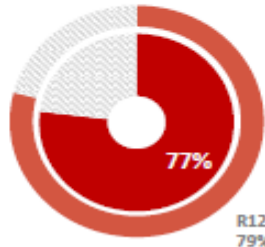


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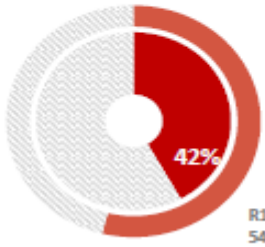
Performance Month/R12



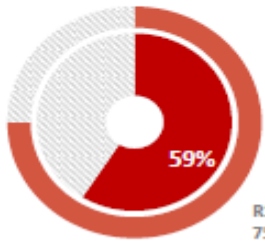
Leadership Visibility



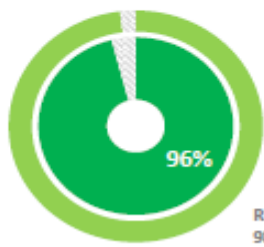
Incident Notifications



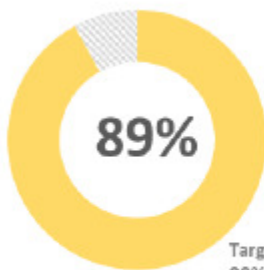
Investigations



Corrective Action Closure



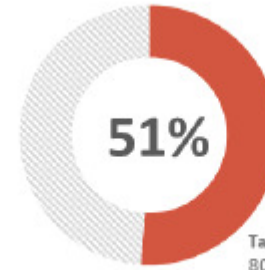
Observation Closure



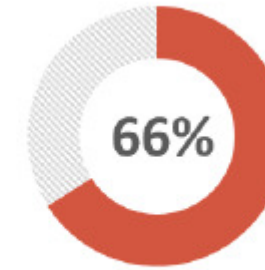
Leadership Visibility



Incident Notifications



Investigations



Corrective Action Closure



Observation Closure

Incident Management



Incident Management

- ▼ Investigation of incidents is a line management responsibility.
- ▼ All dnata work-related incidents are to be investigated by dnata operational managers and supported where necessary by a dnata Safety Specialist and other specialist advisers.

Incident Management – Operational Managers

- ▶ Apply the dnata Incident management and Investigation procedures
- ▶ Approve CAPA and reports
- ▶ Ensure the incident notification process is applied
- ▶ Provide technical expertise to investigations
- ▶ Applying just culture framework to decisions on staff performance



Incident Management - Operational Supervisors



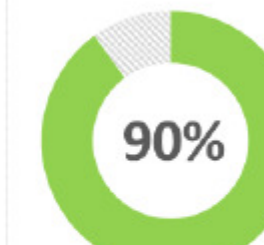
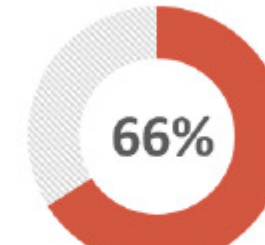
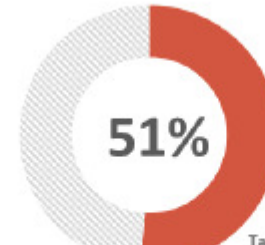
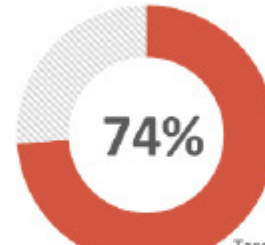
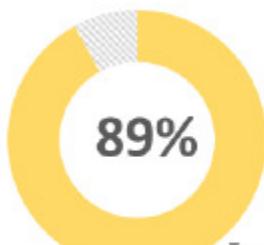
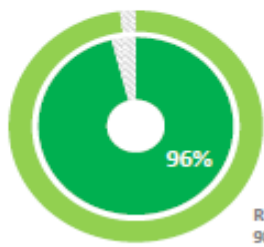
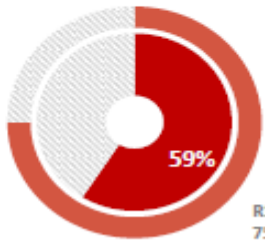
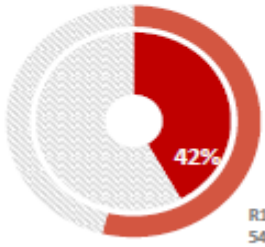
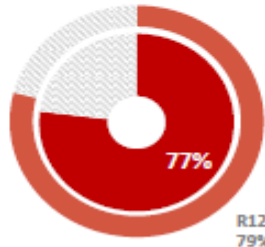
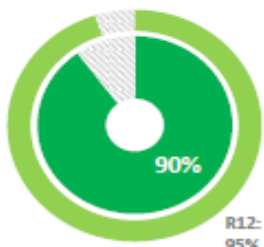
- ▼ Rigorously apply incident notification process
- ▼ Ensure HSE incidents are reported
- ▼ Develop CAPA and obtain appropriate approvals
- ▼ Perform initial classification of incidents as per the RAM
- ▼ Perform Level 1 investigations

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Performance Month/R12



Hazard & Observation Programme



STOP Observation Programme

- STOP Observation Programme is primarily a communication and interaction tool which allows for an informal assessment of work activities and workplaces, performed by any and all staff.
- Overall goal of the programme is reducing the likelihood of an incident by reducing the number of unsafe acts, identifying and controlling unsafe conditions, and promoting positive behaviours or best practices.



See Something?
Say Something!

Unsafe conditions Unsafe acts

Safe place
Controlled hazard

Safe Zone

Safe person
Safe behaviours

Your name _____

Your staff number _____

Date _____ Time _____

Your department _____

Location of observation _____

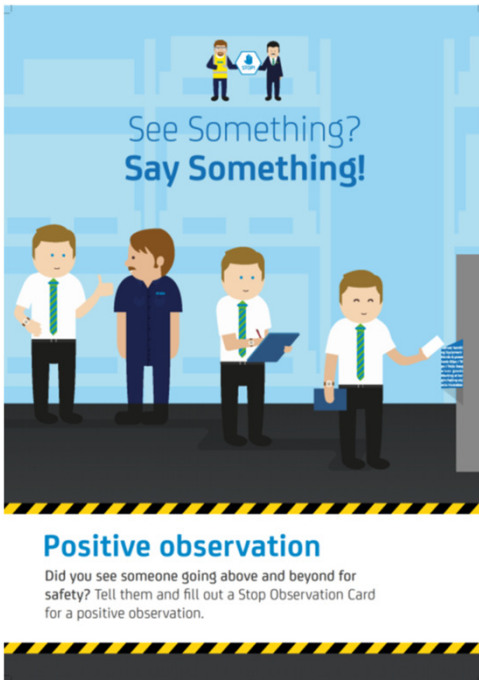
Activity at the time _____

What did you see? _____

What did you do? _____

STOP Observation Programme

- STOP reinforces intervention by encouraging all employees that if they see something, say something.
- The monitoring of timely action closeout leads to a safe place/safe person and the trending allows for systemic problem solving.



See Something? Say Something!

Positive observation

Did you see someone going above and beyond for safety? Tell them and fill out a Stop Observation Card for a positive observation.



See Something? Say Something!

FOD

DO: Carry out periodic inspections to ensure area is clear of all FOD

DON'T: Leave waste materials and other hazards around work area

Housekeeping

DO: Ensure equipment and cargo is put in marked areas

DON'T: Leave equipment in access and walkways

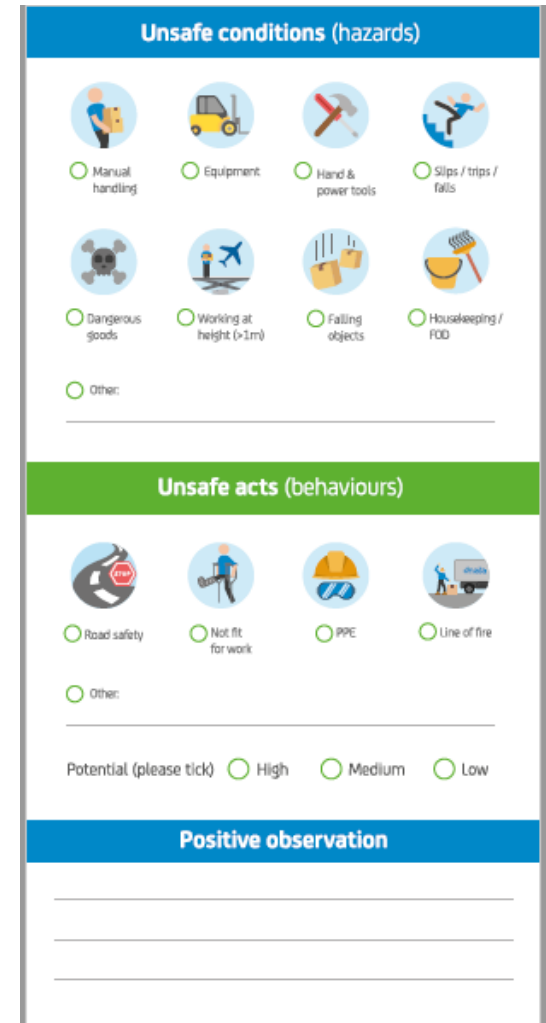
Scattered cables / wires on the floor

DO: Sign or ensure where possible that cables on any floors are identified and / or covered

DON'T: Mark or remove wires from the work area

Housekeeping / FOD

Maintenance and cleanliness of work spaces to ensure employee safety and prevent workplace injuries



Unsafe conditions (hazards)

Manual handling
 Equipment
 Hand & power tools
 Slips / trips / falls
 Dangerous goods
 Working at height (>1m)
 Falling objects
 Housekeeping / FOD
 Other: _____

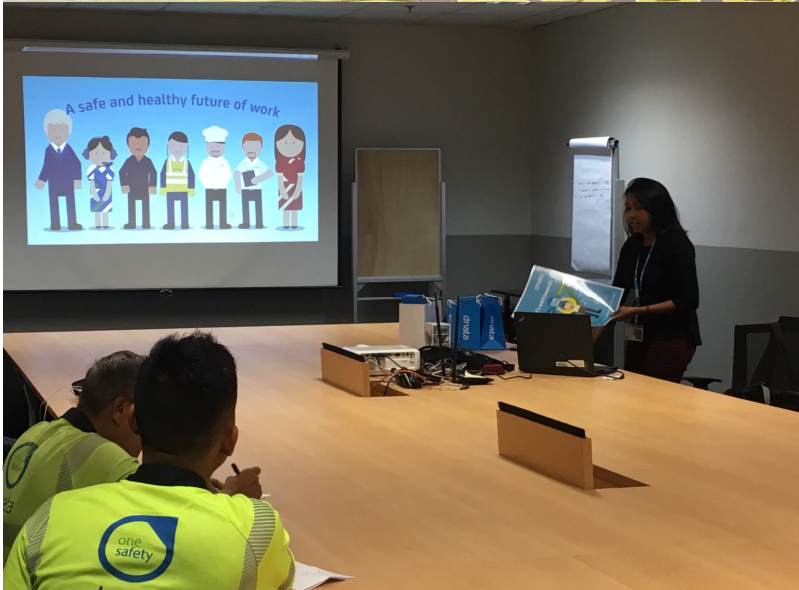
Unsafe acts (behaviours)

Road safety
 Not fit for work
 PPE
 Line of fire
 Other: _____

Potential (please tick)
 High
 Medium
 Low

Positive observation

Operational Managers - STOP Management



- ▶ Actively participate in the observation programme
- ▶ Visibly promote reporting of unsafe acts or unsafe conditions
- ▶ Positively convey appreciation for reporting of unsafe acts or unsafe conditions
- ▶ Monitor recorded actions to close in timely manner
- ▶ Conduct periodic review of the process and follow-up on elevated observations

Operational Supervisors - STOP Management



- ▶ Ensure immediate close out of actions in the observation register
- ▶ Coordinate with employees to ensure observations are conducted
- ▶ Conduct Observations
- ▶ Share the trend analysis observations to operational staff
- ▶ Escalate observations to operational managers based on the significance of the observation



Engagement



Communication & Engagement

- Engaging our people at all levels of the organization in continuous improvement and change initiatives to constantly review and improve safety at the workplace
 - Leadership Safety Briefings
 - Safety Promotion/Safety Campaign
 - Recognition



Engagement



What do Staff think?

- Employees today are more aware of Safety
- Employees provide good feedback on safety issues
- Employees more diligent in use of PPE
- Safety discussed frequently



Challenges

- Culture
- OTP mentality
- Somebody else's job
- Training



Thank you.