



Safety Management System & RPBO – INDUSTRY WORKSHOP

Elevating SMS and RPBO Excellence

📅 19 February 2025 ⌚ 09:00 – 16:00 📍 Midrand



Topic title: Let's entrench a positive safety culture!

Presenter's Name: Bongsi Mtlokwa



Safety Management and Safety Culture requirements

As part of both the SSP and SMS, ICAO requires States to establish a **safety policy and safety objectives that reflect their commitment to safety and facilitate the promotion of a positive safety culture in**

Promote safety awareness **and the sharing and exchange of safety information to support the development of a positive safety culture that fosters an effective SSP**

ICAO Doc 9859 recommends that, as part of safety culture activities, **States and service providers continuously assess the levels of safety culture to identify opportunities for improvement.**

What do we hope to achieve with Safety culture?

ICAO requires States to have a **systematic approach to managing safety**, which is achieved through the establishment and implementation of **SSP and SMS**.

Safety management activities are **the free flow of safety analysis and safety data information**.

In order to create an environment for **the free flow of safety data and safety information**, approval holders must **promote and inculcate a positive safety culture**.

States must **promote safety awareness and the sharing and exchange of safety information** with the aviation community to foster the maintenance and improvement of safety and to

In order to create an environment for **a free flow of safety data and safety information**, the CAA and approval holders must promote and inculcate a **positive safety culture**



SOUTH AFRICAN



CIVIL AVIATION
AUTHORITY

Keeping you safe in the sky

Advocating for **Aviation Safety Culture**

“Fly responsibly. Fly safely. Your Actions Impact Lives.”

SAFETY CULTURE VALUES





Safety Culture Foundation

Safety culture is described as

“how people behave about safety and risk when no one is watching”. It is an expression of how safety is perceived, valued and prioritised by management and employees in an organisation.

ICAO Doc 9859 4th ed.





Safety Culture Foundation (Cont.)

Safety culture is reflected in the extent to which individuals and groups are:

- a) aware of the risks and known hazards faced by the organisation and its activities;
- b) continuously behaving to preserve and enhance safety;
- c) able to access the resources required for safe operations;
- d) willing and able to adapt when facing safety issues;
- e) willing to communicate safety issues; and
- f) consistently assessing the safety-related behaviours throughout the organisation



SAFETY CULTURE VALUES

TRUST

Employees' contribution to safety thrives in a reporting environment that fosters trust – trust that their actions or omissions, commensurate with their training and experience, will not be punished. Effective safety reporting systems help to ensure that people are willing to report their errors and experiences, so that States and service providers have access to relevant data and information.

COMMITMENT

Commitment to safety reflects the extent to which senior management within the organisation have a positive attitude towards safety and recognises its importance. Senior management should be genuinely committed to achieving and maintaining a high level of safety and give employees motivation and the means to do so, also.

ADAPTABILITY

Adaptability reflects the extent to which employees and management are willing to learn from past experiences and are able to take the actions necessary in order to enhance the level of safety within the organisation

AWARENESS

Awareness reflects the extent to which employees and management are aware of the aviation risks faced by the organisation and its activities.

BEHAVIOUR

Behaviour with respect to safety reflects the extent to which every level of the organisation behaves such as to maintain and improve the level of safety. The importance of safety should be recognised and processes and procedures needed to maintain it, should be put in place.

INFORMATION

Information reflects the extent to which information is distributed to all the necessary people within the organisation. Employees should be enabled and encouraged to report aviation safety concerns and receive feedback on their reports. Work information related to aviation safety has to be communicated meaningfully to the right people in order to avoid miscommunication that could lead to hazardous aviation system situations and consequences. The State is open to share aviation safety-related information to all service providers.

Safety Culture Assessments

An aviation safety culture assessment is a systematic process used to evaluate an organization's safety culture.

It involves assessing the shared values, attitudes, and behaviors of employees regarding safety within the organization.

The goal is to identify strengths, weaknesses, and areas for improvement in the safety culture

**SAFETY
CULTURE
ASSESSMENT
(SCA)**





Key aspects of a safety culture assessment

- **Management commitment to safety:** This involves assessing the level of commitment shown by management to safety, including resource allocation, policy development, and leadership.
- **Employee attitudes and perceptions:** This involves understanding employees' perceptions of safety risks, reporting culture, and their trust in management's commitment to safety.
- **Safety reporting and learning:** This involves assessing the effectiveness of the organization's safety reporting system, the quality of investigations, and the implementation of corrective actions.
- **Safety performance:** This involves analyzing the organization's safety performance data, including accident and incident rates, to identify trends and areas of concern.



Methods used for safety culture assessment

- **Surveys:** These involve distributing questionnaires to employees to gather information about their perceptions of safety culture.
- **Interviews:** These involve conducting one-on-one interviews with key personnel to gain deeper insights into safety culture.
- **Focus groups:** These involve conducting group discussions with employees to explore specific safety-related topics.
- **Observation:** This involves observing workplace behaviors and practices to identify safety-related issues.



Safety culture assessment tool and guidance

<https://skybrary.aero/articles/industry-safety-culture-evaluation-tool-and-guidance>

By conducting a safety culture assessment, organizations can identify areas where improvements are needed and implement targeted interventions to enhance their safety culture.

A strong safety culture is essential for preventing accidents and incidents and promoting a safe working environment.





Safety Culture Continuum

**Level 1
(Pathological):**
Who cares as long as we're not caught?

**Level 2
(Reactive):**
Safety is important; we do a lot every time we have an accident.

**Level 3
(Calculative):**
We have systems in place to manage all hazards.

**Level 4
(Proactive):** We work on the problems that we still find.

**Level 5
(Generative):**
Safety is how we do business around here.

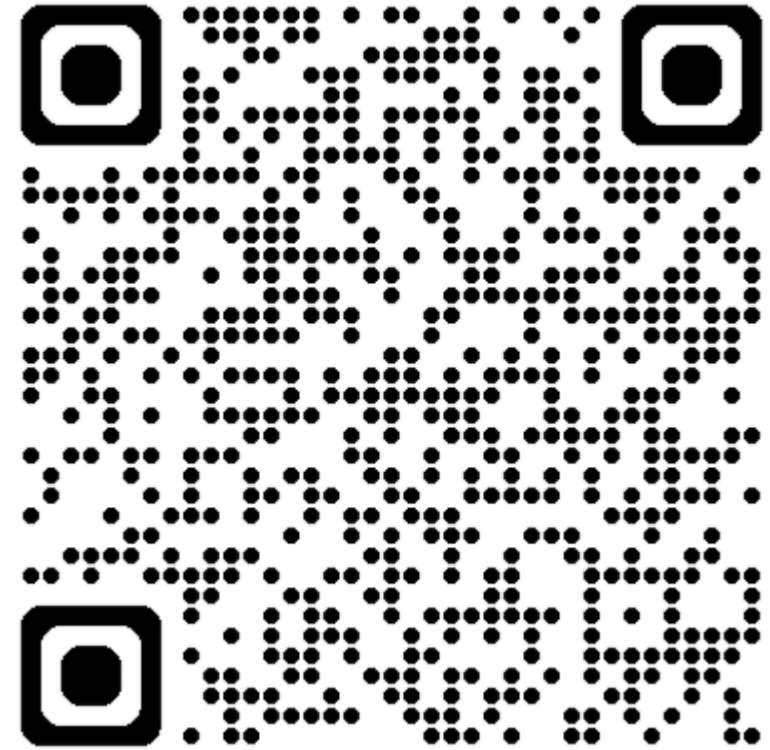
Let's connect!

Join the SACAA in entrenching a positive safety culture

Safety culture resource page (QR Code)

sms@caa.co.za

[#SACAASafetyCulture](https://twitter.com/SACAASafetyCulture)



Advocating for
Aviation Safety Culture

"Fly responsibly. Fly safely. Your Actions Impact Lives."