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ASIA-PACIFIC & MIDDLE EAST

AIRPORTS COUNCIL INTERNATIONAL

Managing SMS as part of Integrated Management System
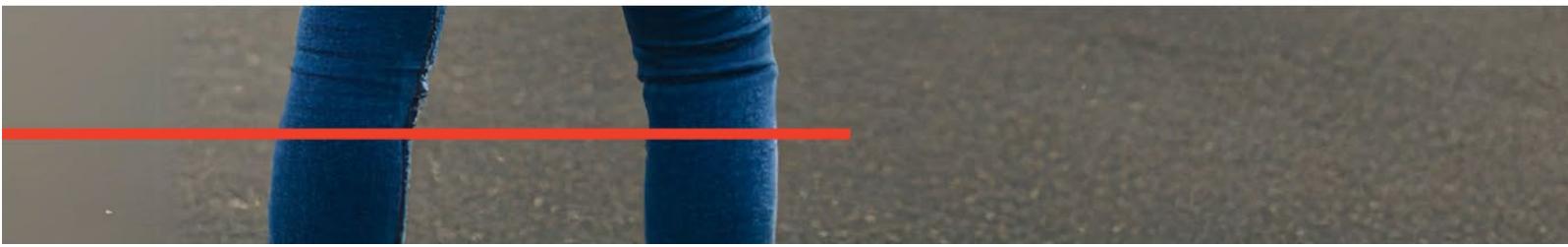
Preface and Acknowledgement

Increasingly airports have chosen to integrate individual management systems already at work in their organization and serving them well, e.g. safety management system (SMS), Security Management System, Environmental Management System, and Customer Service Quality Management System, under the umbrella of an integrated management system. The commonly cited purpose of such integration is to maximize organizational performance by resolving conflicts between systems and giving the executives in the corporate cockpit a simple dashboard of organizational performance indicators.

Yet such laudable efforts may be fraught with unexpected challenges if not properly planned and managed. It was with this in mind that the ACI Asia-Pacific & Middle East Operational Safety Committee wrote these guidelines to help their fellow aerodrome operators navigate through this journey of integrating their SMS with the corporate Integrated Management System.

Disclaimer

Managing SMS as Part of an Integrated Management System

1. Purpose

The purpose of this document is to provide guidelines to aerodrome SMS managers on how best to integrate an aerodrome Safety Management System (SMS) into an Integrated Management System (IMS) and run it as part of the IMS so as to maximise the performances of the IMS, SMS and other component management systems of the IMS by aligning objectives and workflows of these systems and thereby creating a mutually beneficial synergy between them.

2. What is an Integrated Management System?

An IMS is a comprehensive framework that integrates all of an organization's systems and processes into one complete framework, enabling an organization to work as a single unit with unified objectives. In the context of an airport, an IMS may include passenger service quality, environmental, aerodrome safety, and aviation security management systems, and occupational health management system.

Note that management systems such as environmental management system (EMS), quality management system (QMS), SMS, security management system (SeMS) have a similar structure that consists of four elements: plan, do, check, and act.

3. Why Integrate an SMS into IMS?

The benefits of integrating an SMS into the organization's IMS are many. Some of them are listed in the following:

- Better coordination and alignment of objectives between management systems of the airport, including SMS, so as to maximise the overall performance of the organization by giving management and employees a holistic view of the component systems in the organizational context in decision making;
- Better communication of safety performance to senior management via a single IMS dashboard, leading to more transparency for management, stakeholders and staff;
- Minimization of duplication of efforts, e.g. in training, operations, documentation, reporting, between management systems, enhancement of cost and operational effectiveness of the component systems, thereby optimizing resources for the enhancement of safety performance; and
- Better definition of roles, responsibilities, and accountability within the organization.

4. <u>Potential challenges</u>

Integrating an SMS into the organization's is an undertaking that potentially faces many challenges such as:

- Securing leadership commitment and support from stakeholders to integrate SMS into IMS since this is not a common regulatory requirement;

- Inadequate resources e.g. expertise such as in information technology and management, manpower, financial resources to implement and run SMS as part of IMS due to the needs for the initial integration process and thereafter for more coordination work between systems;
- SMS having been integration into an IMS but the IMS as a whole not being properly run and followed up;
- Resistance to change by employees especially by owners of component management systems who may have been running their systems for a while;
- Lack of a plan to integrate the systems step by step and lack of coordination to implement such plan;

- Conflicts between key performance indicators (KPIs) of component management systems; and
- Striking a balance in allocating resources in component systems of the IMS, i.e. focusing too much on one component and thereby losing sight of others.

5. Good Practices in Meeting the Challenges

The following are recommended to help ensure a successful integration of SMS into IMS:

- Secure support from the senior management of the airport e.g. by highlighting the potential enhancements in organizational performance in all related areas, e.g. environment, quality and safety, e.g. by
  - resolving conflicts between component systems;
  - aligning objectives of component management systems;
  - eliminating duplication of efforts;
  - highlighting potential enhancements by comparing component systems; and
  - easier monitoring of organization performance with a single dashboard;
- Advise the regulator of your intention to integrate your SMS into an IMS and secure their support by explaining your motive, benefits of such integration and, if possible, providing a preliminary implementation plan, emphasizing that safety will not be compromised after and in the process of integration;
- Create an implementation task force to integrate the SMS, and other relevant management systems, into the IMS with all relevant stakeholders as members such as managers of the individual management systems and, if necessary, the regulator as well;

- In the terms of reference of the task force define clearly its mandate, workings, membership, deliverables and relationship with other departments and stakeholders in the organization, e.g. having the task force report regularly to a steering committee of senior executives, in a fashion similar to the reporting to a Safety Review Board, on the progress of the integration to help secure continuous commitment and support from stakeholders and management, and obtain directions;

- Organize workshops to canvass views and listen to concerns and questions from stakeholders;

- Initiate the running of IMS at a smaller scale and progressively expand it, e.g. by starting:

  - with a few KPIs for the IMS selected from each of the component systems, resolve issues that may rise from this, and slowly expand the scope of the system as these issues are resolved and lessons learnt; and
  - with only 2 or 3 component systems, e.g. SMS and EMS in the IMS;
- Draw up a detailed implementation plan, which lists out training requirements, phases of implementation, measures of success, e.g. in terms of improvements in organization KPIs after integration; specifies documentation requirements; and requires regular reporting on implementation progress to the Steering Committee etc;

- After successful integrating the SMS, and other component management system into an IMS, consider evolving the implementation task force into a standing committee running the IMS, with the Chair of the task force as the accountable manager for the IMS per its terms of reference, and then the steering committee into a permanent standing governing body to monitor the operation of the IMS;

- Be sure to have the key performance indicators of the IMS aligned with its component systems e.g. by having the task force identify and resolve conflicts by reviewing the current KPIs of the component systems; and

- Draft an IMS operations manual to ensure smooth running of the system and regularly review and update the manual as necessary.

6. References

- Doc 9859, 4th edition 2018, paragraphs 8.4.7.17, 8.4.7.18 and 9.7.5 on integration of management systems

- Implementing an Integrated Management System (IMS): The Strategic Approach, Alan Field, 2019

- EASA reference on integration of QMS and SMS