

# J7SA150H

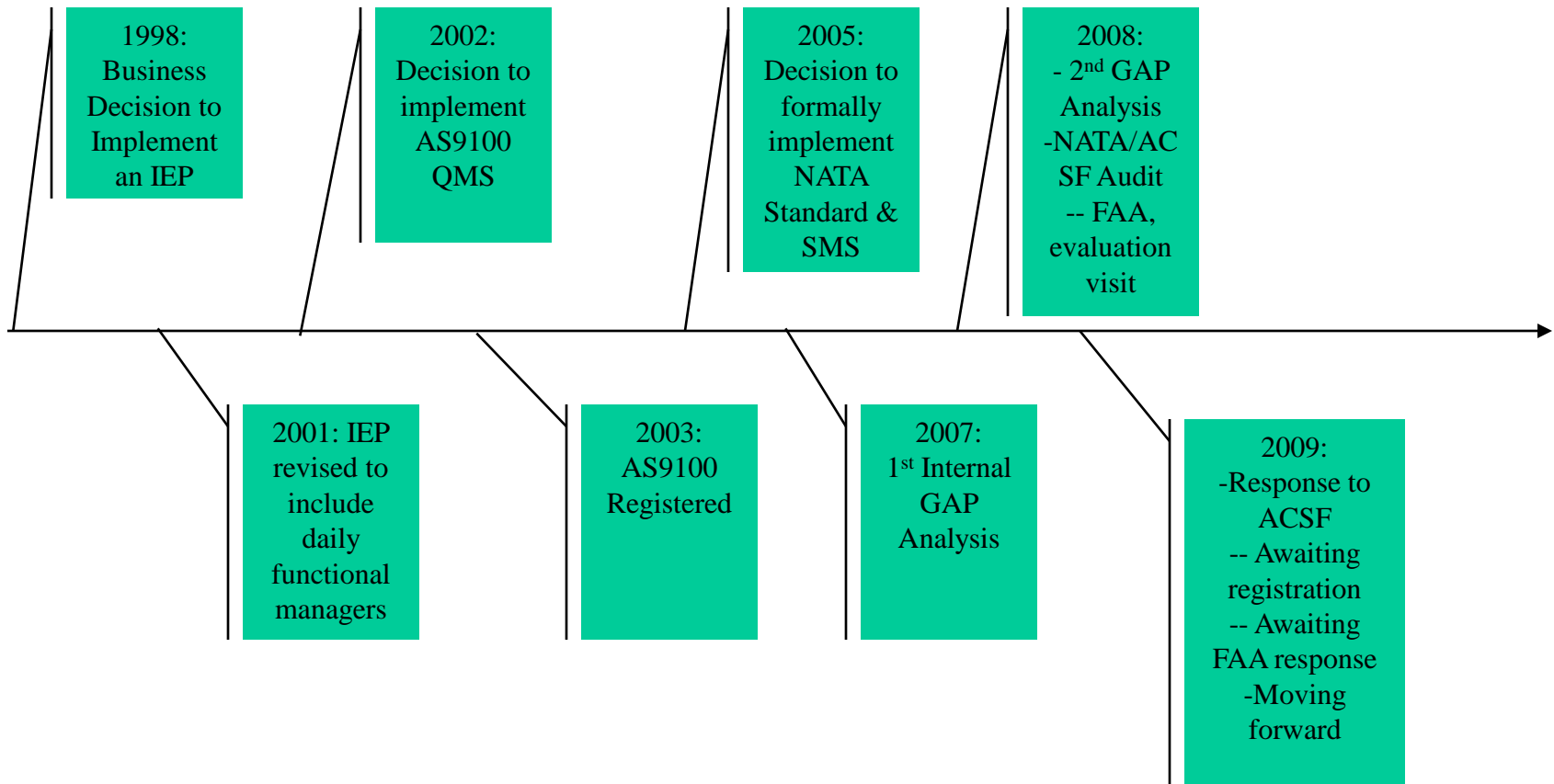
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# Jet Solutions, L.L.C. Development of SMS

Presented to the SMS Focus Group  
February, 2009

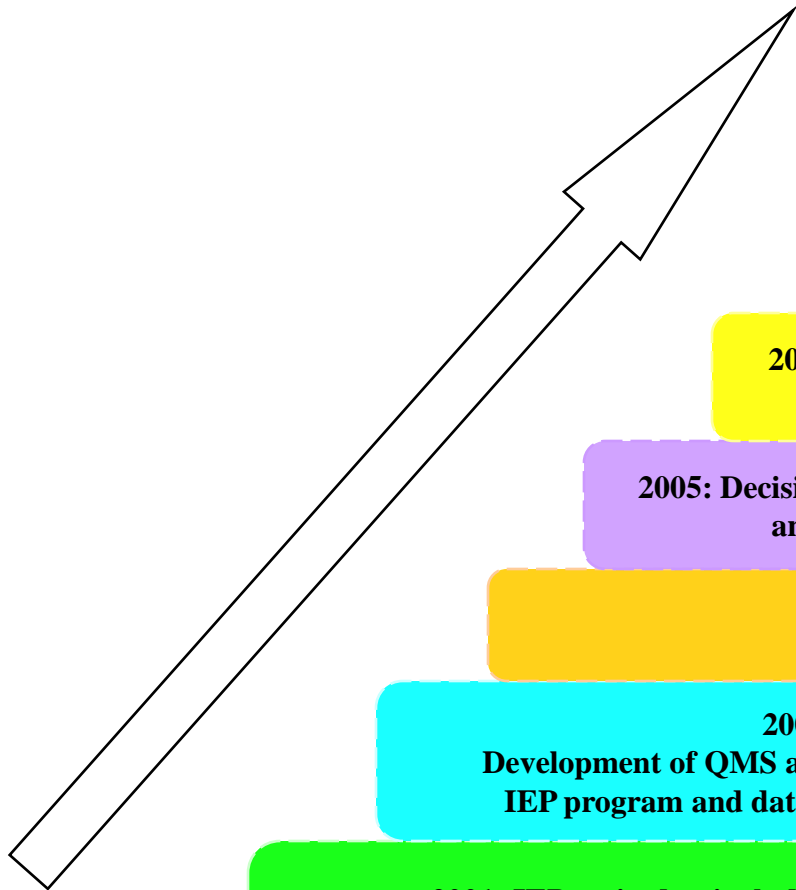
# Development Timeline



- The implementation of SMS evolved over a 10 year time frame.
  - Foundation work with IEP and QMS programs started years before formal implementation of SMS.

- SMS implementation accomplished in stages, or steps.
  - Change did not happen overnight.
  - Senior management remained committed throughout process.
  - Many other benefits resulted from management system(s) implementation.

- Monitoring and measurement of management systems, to improve the functions, and profitability – nothing new – the 5<sup>th</sup> principle of the 14 principles of management.
  - First drafted by Henry Foyal in 1889



**2009: Response to ACSF**  
Awaiting registration determination  
FAA acknowledgement  
Move forward to ensure everyone is included

**2008: 2<sup>nd</sup> GAP Analysis – NATA/ACSF audit – FAA visit**

**2007: First internal GAP analysis to draft NATA/ACSF standards, and proposed FAA AC120-92. – Flexjet implements ASAP**

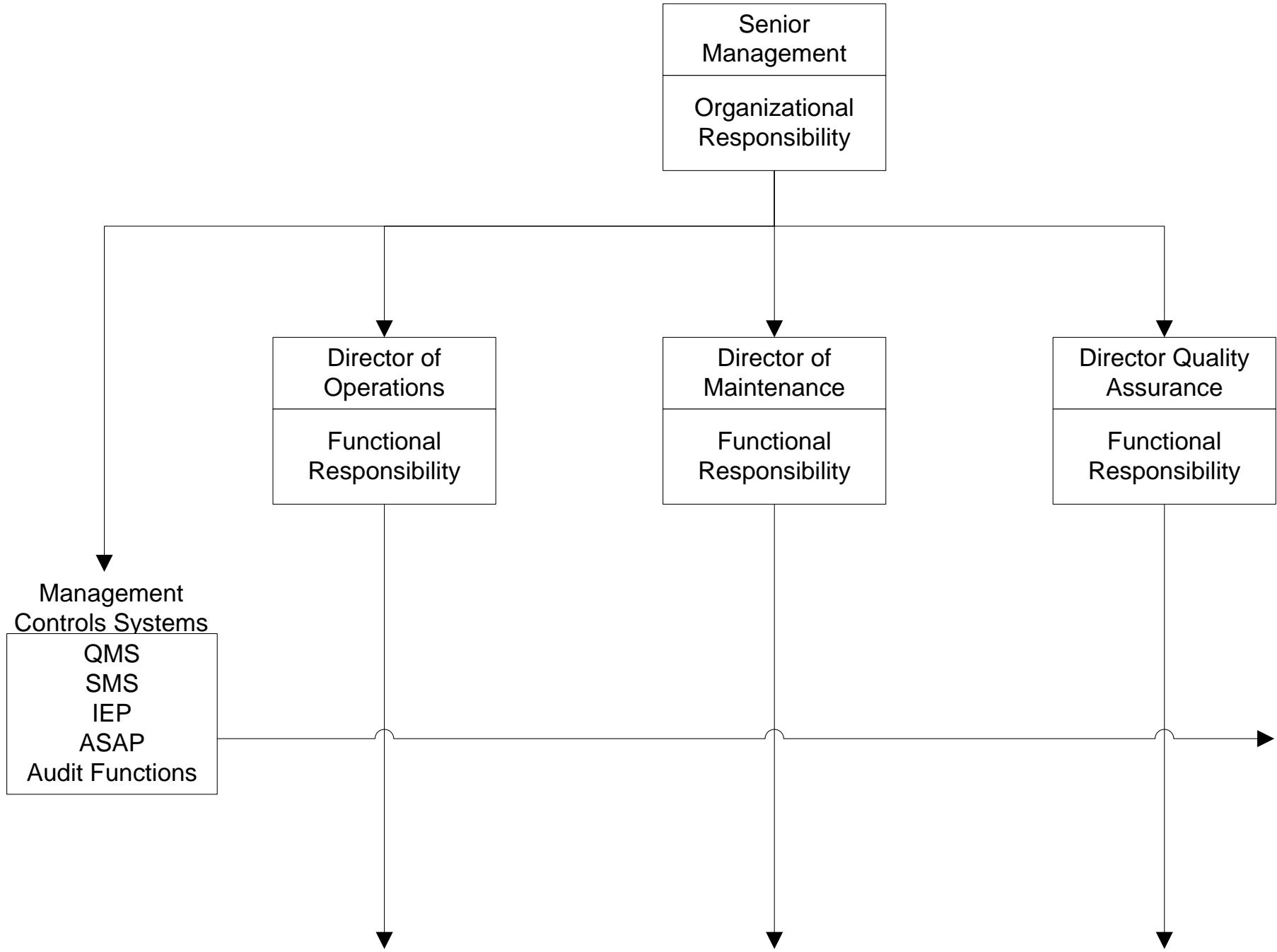
**2005: Decision to formally implement SMS, and explore available standards and programs, to include IS-BAO; Selected NATA/ACSF**

**2003: ISO 9000/2000 AS9100 Registered**

**2002: Decision to implement AS9100 QMS.**  
Development of QMS and associated programs and processes, training of personnel.  
IEP program and data collection and reporting become part of the QMS process.

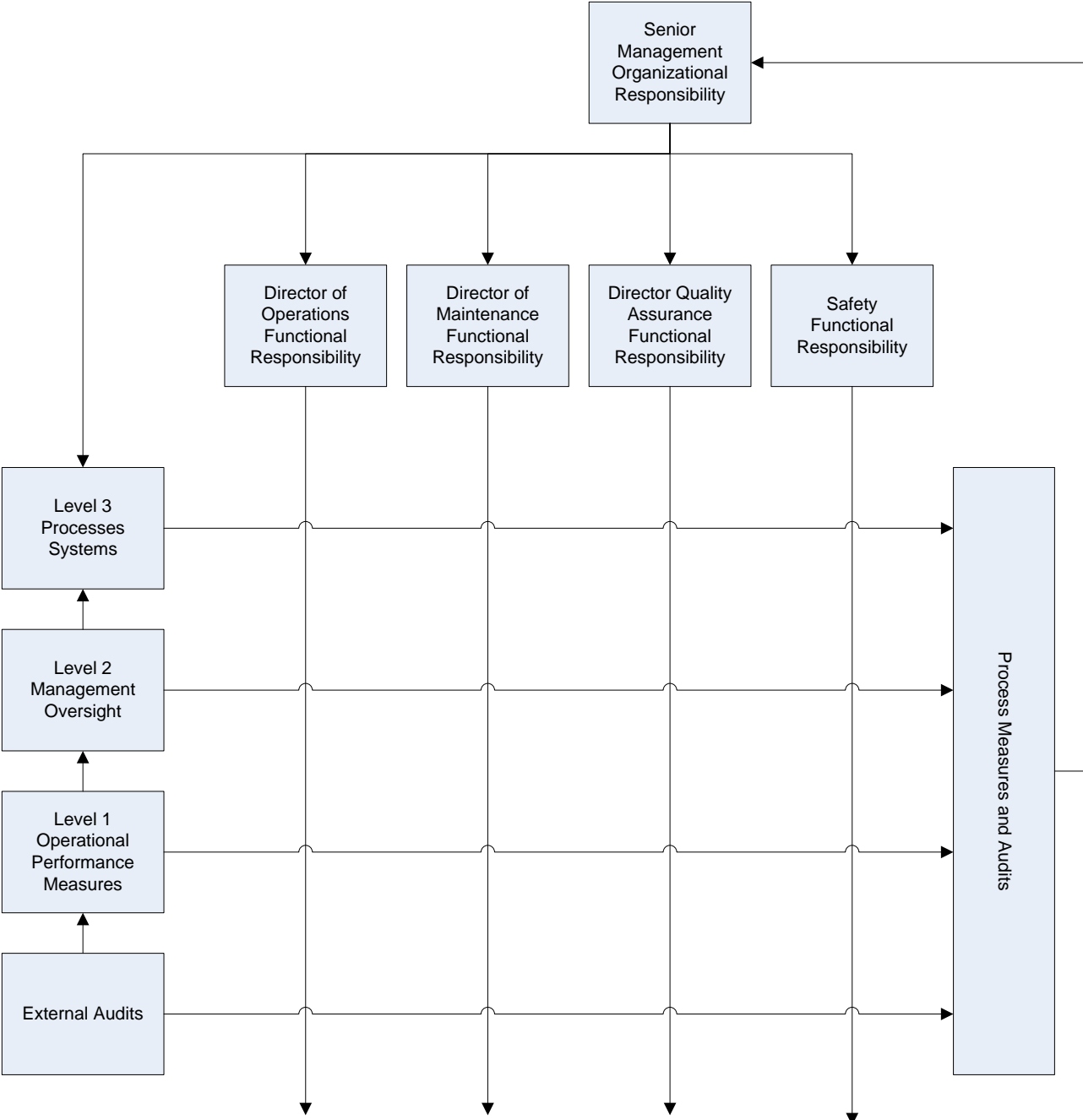
**2001: IEP revised to include as part of functional departments daily management.**  
Training of managers and supervisors in basic auditing and data collection.  
Reporting format changed to administrators meeting, with department managers and Senior Managers.

**1998: IEP implemented using quality management techniques, based on AC120-59.**  
Developed first version of scorecard system, primarily compliance oriented.  
Implemented as a separate department for compliance auditing.  
Bombardier Flexjet required to actively participate.

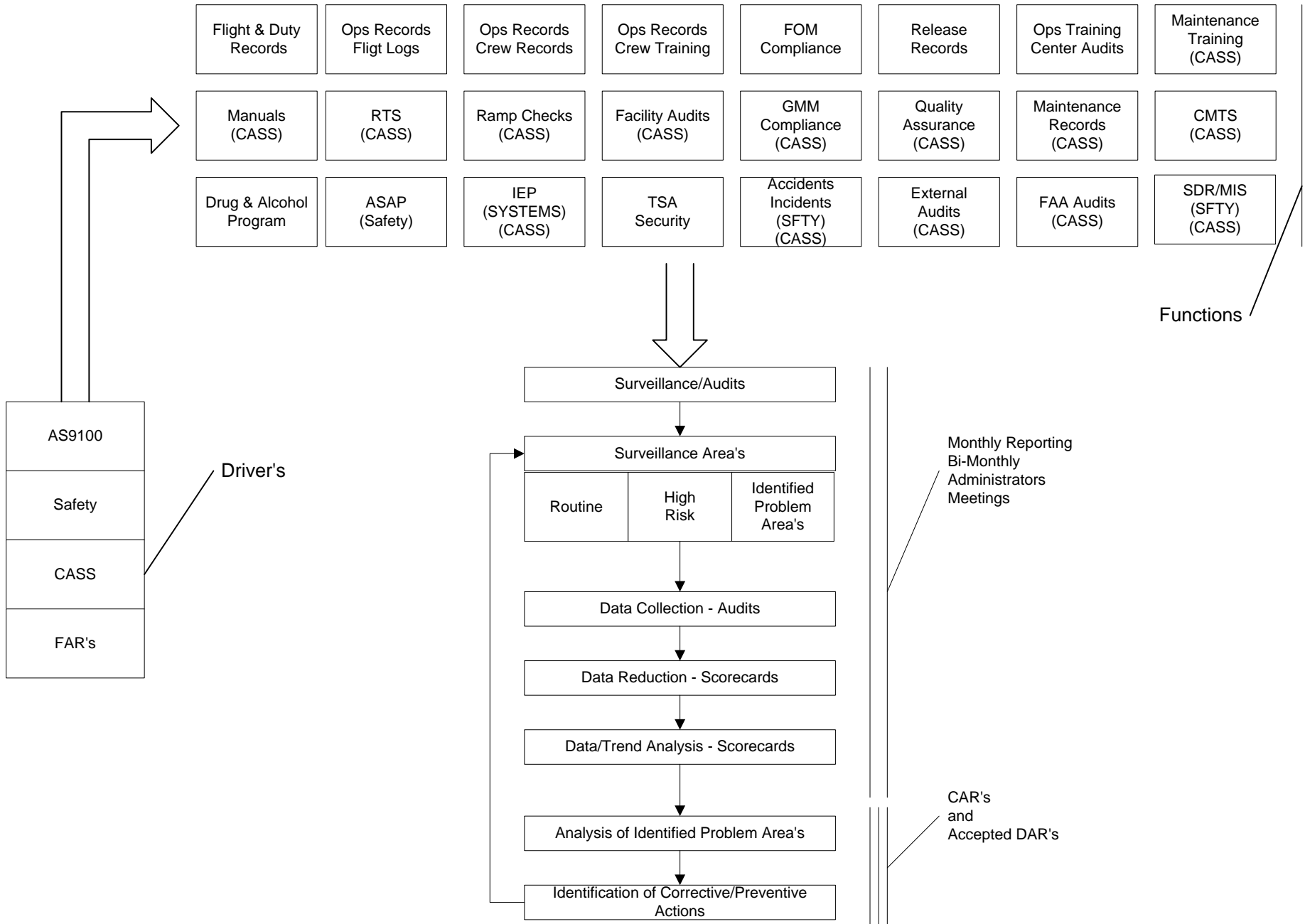


- Original structure was traditional – Safety, IEP, QMS was the responsibility of a stand alone department.
  - Only senior management got briefed on the system
  - Functional managers were left out, and did not receive the benefit of the information being gathered.
    - Information to make decisions, was not available to the day to day operational decision makers.
- Decision to include functional departments in the monitoring, measuring, analysis, and decision making process.
  - The result!!

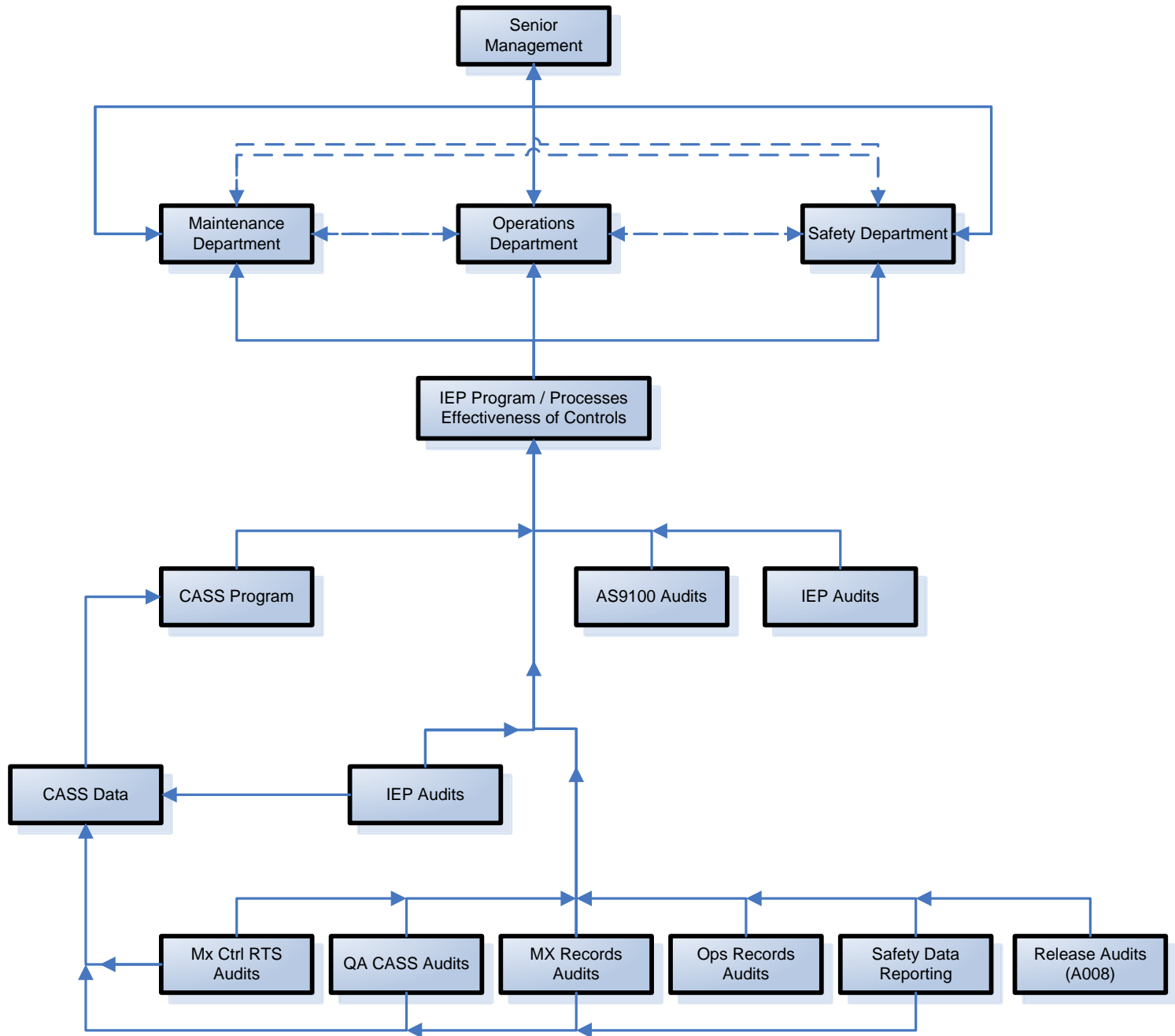




- How it works basically



- Where does all of the information go?



# Lessons Learned (1)

- Senior Management commitment and support imperative:
  - System would not be where it is today otherwise.
- Continuous education process
  - For and to managers as well as employees
    - Concepts, theories, & application of techniques

# Lessons Learned (2)

- Program Manager, must work directly for senior management:
  - To guide and manage program
  - Functional application must be from the functional department managers.
    - They are the experts in their departments and are the people able to implement change in their departments.

# Lessons Learned (3)

- Administrators meeting
  - Success depends on the structure of the meeting
    - Accountable and responsible managers must participate (process owners/operational managers)
    - Directors and senior managers must participate
    - This meeting has the decision makers and the operational managers analyzing the data, and making corrective and preventive action decisions.



# Lessons Learned (4)

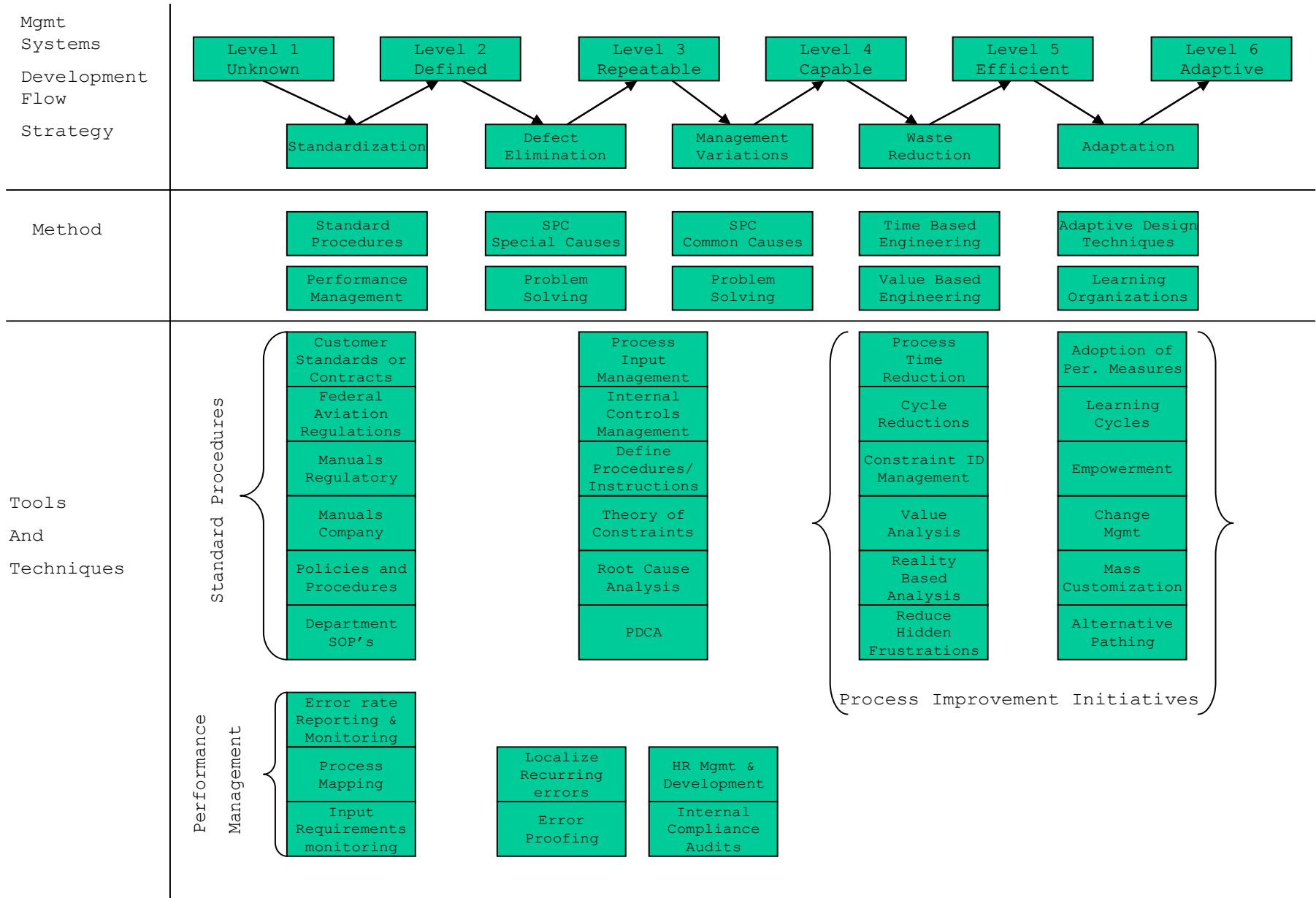
- Program must be scaleable to operation
  - Small operators will not have thousands of operations per month, so measures in thousands or higher meaningless for them.
  - Current measures, practices are not life cycle, so true indication of risk exposure not accurately measured.

# Obstacles and Barriers (1)

- Standardization (covers many subject areas)
  - Implementation guidance
    - Many organizations, many standards?
  - Risk Matrices
  - Risk Assessment/Assignment Codes
  - Training
    - Evaluators/auditors
      - Industry
      - Government

# Obstacles and Barriers (2)

- Standardization
  - Acceptance by Principle Inspectors
    - Acceptance of self-reporting by operator(s), without punitive actions if operator can/does demonstrate corrective or preventive actions are being taken.



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End

Discussion / Questions