Perspective on SMS:
Integrating Safety Management within the organization
What constitutes a Safety Management System?

What we know:

1. A Safety Management System (SMS) is a systematic, explicit, comprehensive and integrated set of processes for managing risks to safety.

2. SMS is the articulation of an organization’s safety related:
   - philosophy
   - policy
   - procedures
   - practices

* Note the emphasis on Integrated
5 things we *should* know:

1. Every organization is unique, so off-the-shelf safety management approaches don’t work
2. Everybody in this room is managing safety, one way or another
3. You can’t Velcro safety management to the side of an operation and expect it to work
4. We use a systems approach for managing technical issues; we should do the same for the implementation of safety management.

5. The hands-off senior manager and safety management are incompatible.
The Key Questions of SMS are...

1. Is your safety management effective, i.e. is it integrated to every other business process at play in your organization?

2. Are you paying for safety management or are you making it pay for you?
And...the Most Obvious Questions are...

• What does integration mean?

and

• How does it work?
Overview of an Integrated SMS
Integrated Safety Management

• The word Integrated relates to the notion that all parts of the organization’s Safety Management are linked with each other and with overall management processes into one comprehensive system.

• An organization’s Integrated Safety Management responds to the need for leadership in the areas of safety Philosophy, Policy, Procedures and Practices.
Where we all start from

- We start in the real world, i.e. the possible safety risks in the workplace
The Context of Integrated Safety Management

• These safety risks exist in the context of 3 pillars inside the organization:
  1. Who leads and how?
  2. What the professed values of the organization are?
  3. Who is accountable for what?
The Framework for Integrated Safety Management

Safety Risks get managed in 4 large frames:

1. Does the organization visibly articulate safety philosophy?
2. Does the organization have clear safety management policy statements?
3. Does the organization’s procedures reflect safety policies?
4. Does the organization’s practices reflect its safety management philosophy, policies and procedures?
The Key Business Processes of Integrated Safety Management

- Managing safety risks take place within and through the business processes of the organization, from its business strategy, through its financial and human resources strategy, all the way to measuring performance, including tracking the cost-benefit of effective, i.e. integrated, safety management.
Sample Support Processes for Integrated Safety Management

- Safety risks link directly or indirectly with the processes that support the organization's key business processes from managing stakeholders and projects, through learning and organizational management, to issues and communication management.
The foundation of Integrated Safety Management

- Safety management needs integrated information:
  1. The information derived from data and on the way to becoming intelligence to support decision making
  2. The technological means to move information around effectively
  3. The collective knowledge of the organization relating to its safety management structured into an overall system
Summary: the 7 Overall Principles of Safety Management Integration

1. All initiatives are linked
2. Active and involved leadership is required
3. Focus must be on the business
4. Teamwork is mandatory
5. Consistent messaging is needed
6. Implementation is crucial
7. Intelligence flows everywhere: there is feedback up, down and sideways in the organization.
Parting Shot

• You can paste a SMS to the side of your organization and it will cost you…

• Or you can integrate it to your organization and it will pay you.

And: this shouldn’t be a difficult choice to make