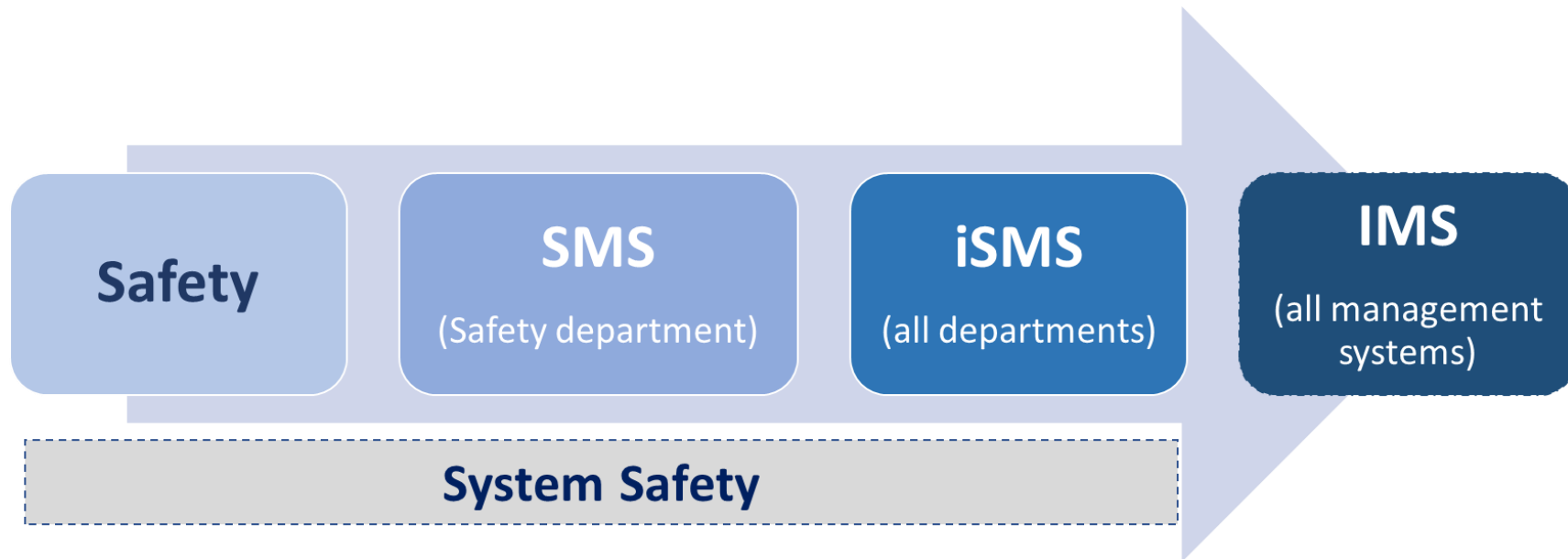


Could the development of an Integrated Management System (IMS) further enhance our Total System Approach to Aviation Safety?



Dr Ilias Panagopoulos
Head of Air Safety, Amazon -Europe

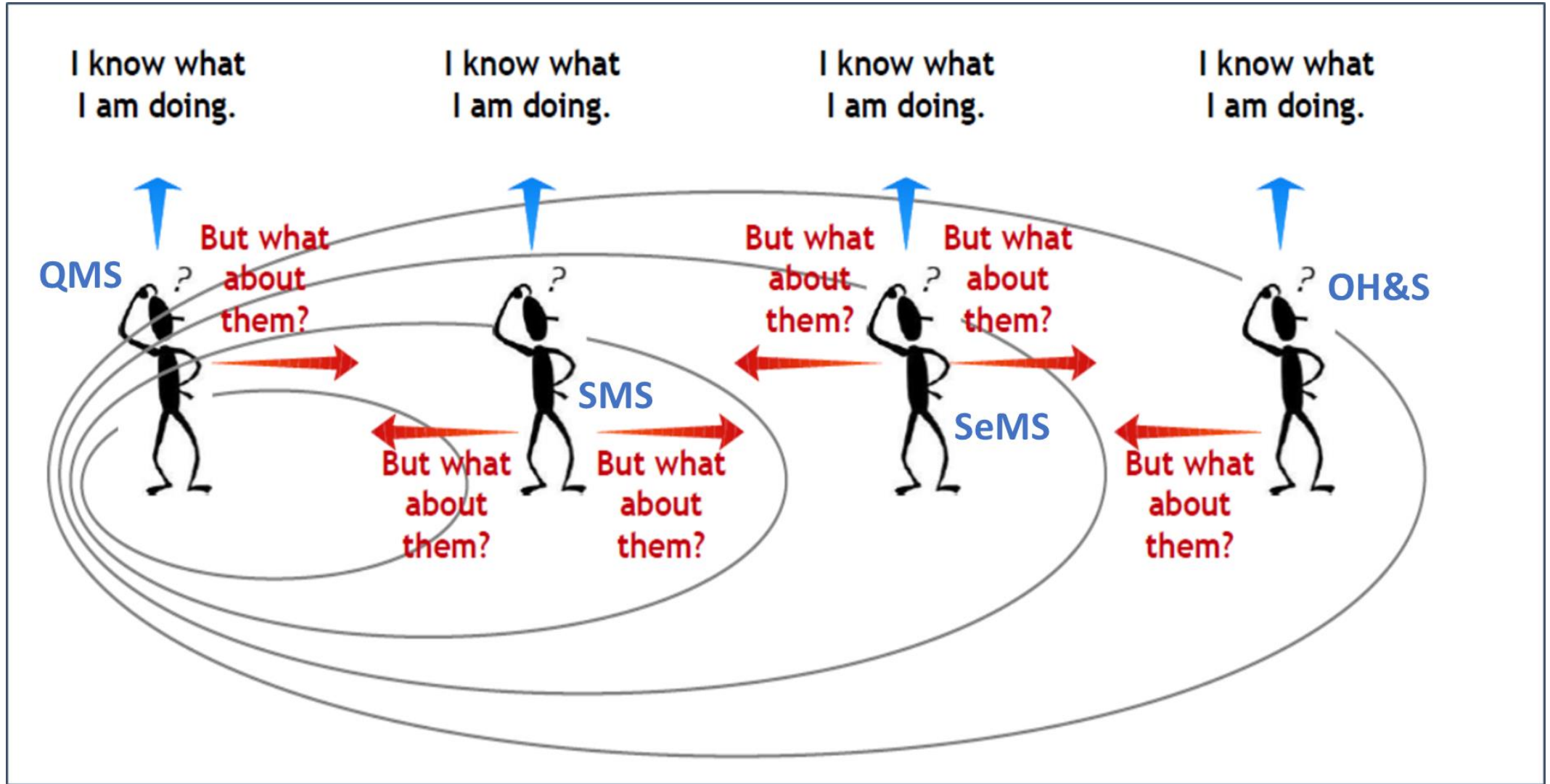
Safety is the state in which **risks** associated with aviation activities, **related to, or in direct support of the operation of aircraft**, are reduced and controlled to an acceptable level.

(Ref ICAO ANNEX 19)

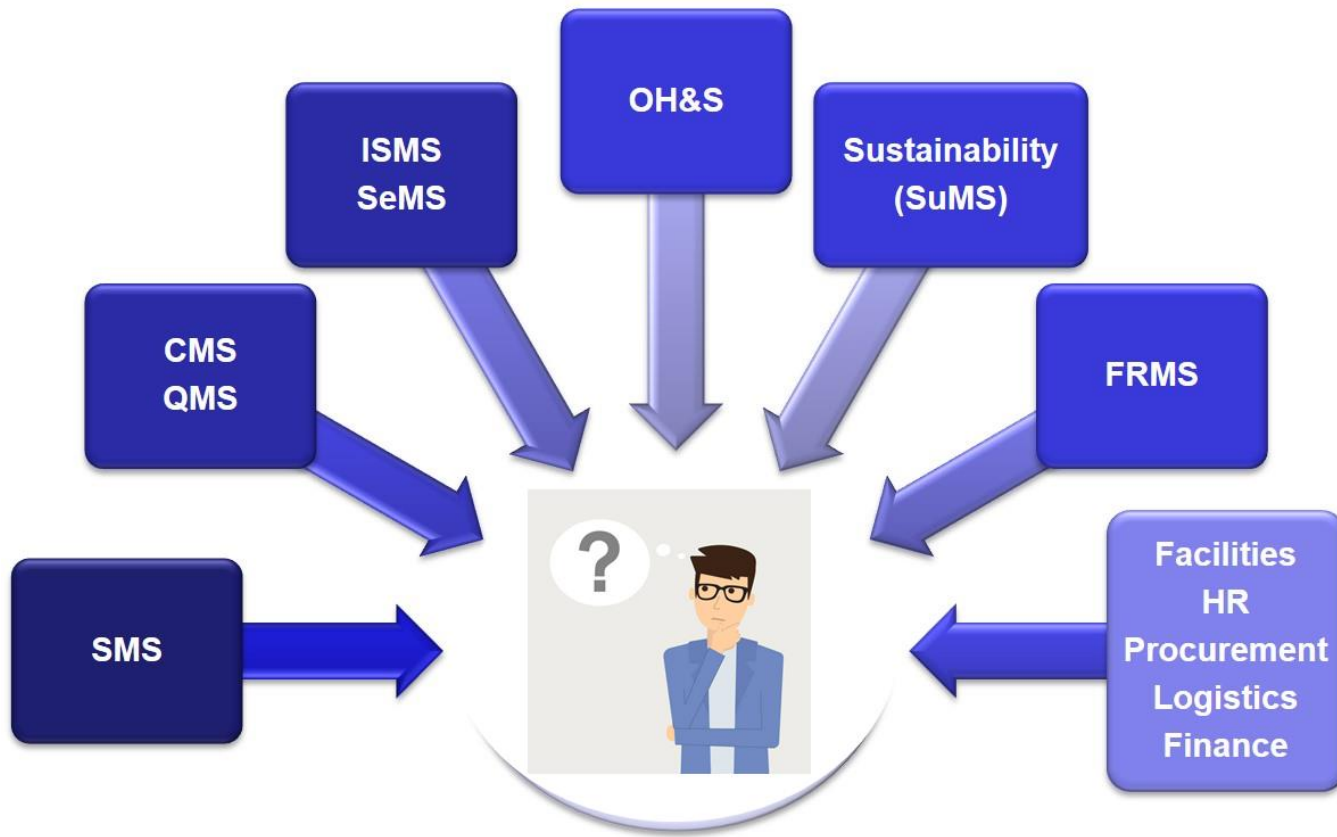
Without a doubt, risks can only be managed through integration.

But *'integration'* could have different forms, such as integrating processes, departments, Service Providers, Member States, Authorities **and/or Management Systems!**

The problem with our existing approach....

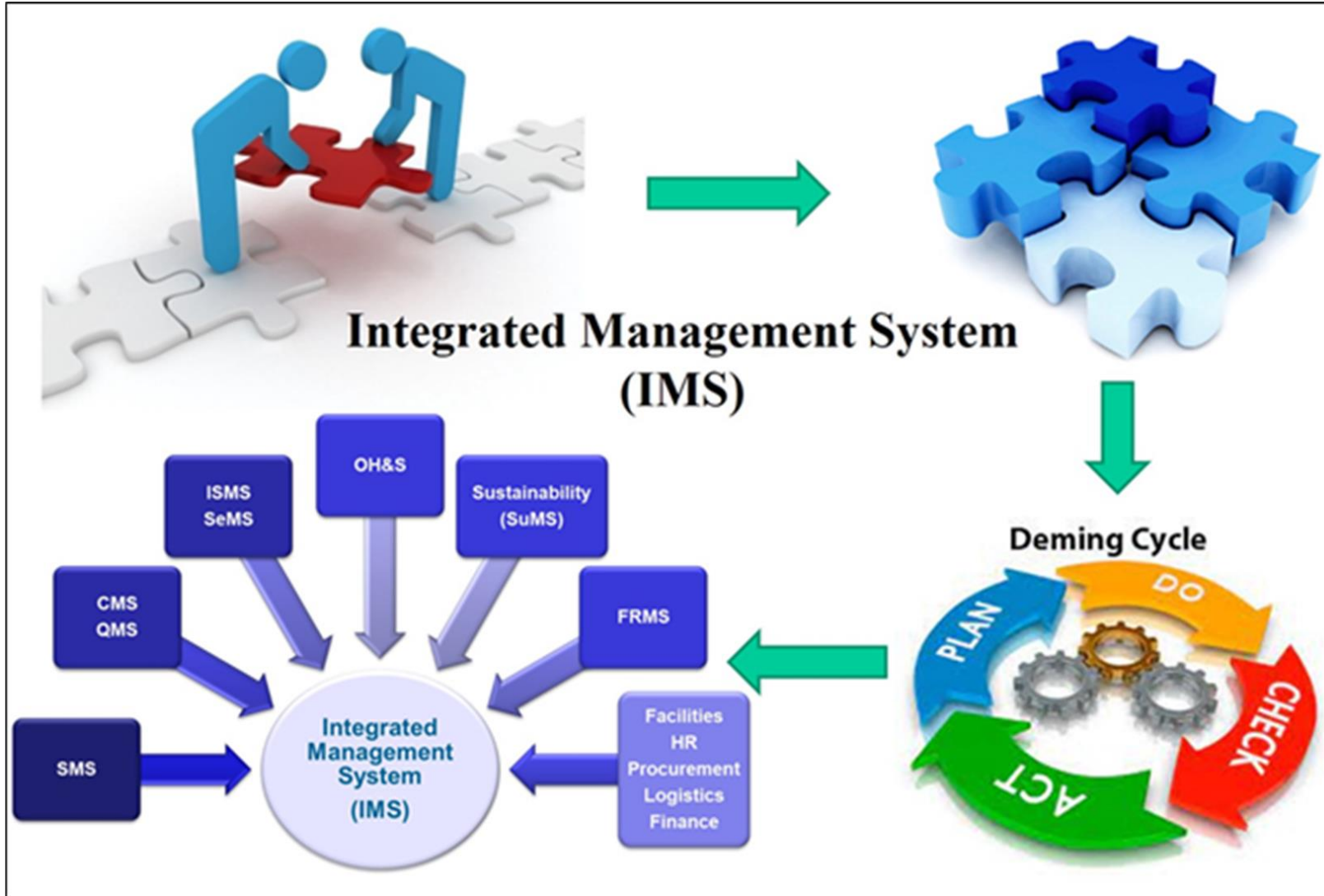


The underlying root cause....



The development of disparate Management Systems, and the potential formation of organizational silos in business, may not completely satisfy our 'Total System Approach to Aviation Safety' endeavours, including the sustainability and corporate-social responsibility needs of the Member States and Service Providers.

The potential solution....



Management Systems:
Common characteristics

Plan-Do-Check-Act (PDCA)
cycle methodology

Risk-based thinking

Continual improvement
(recurrent activity)

Integrated management systems

Ref ICAO Doc 9859, Ch 8.4.7.18 and Ch 9.7.5

.....a service provider may implement an Integrated Management System that includes the SMS.

An integrated management system may be used to capture multiple certificates, authorizations or approvals or to cover other business management systems such as quality, security, occupational health and environmental management systems.

This is done to remove duplication and exploit synergies by managing safety risks across multiple activities.

There may be other operational systems associated with the business activities that may also be integrated, such as supplier management, facilities management, etc.



Proposal for Amendment 2 to ICAO Annex 19, on 05 Apr 2023

Initial proposal 18, Ch-4 Safety Management System (SMS)

Note 3.— Some service providers may choose to integrate their SMS with other management systems. Important considerations related to this approach for States and service providers are contained in the Safety Management Manual (Doc 9859).

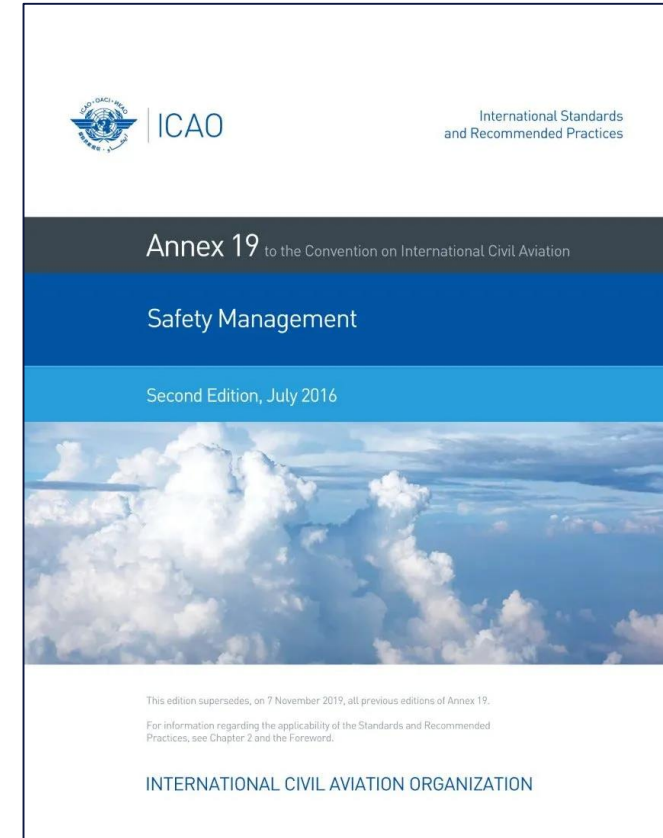
Origin:

Rationale:

SMP/5

Note 3 is proposed to highlight that organizations who may also have other management systems in addition to a safety management system could integrate these into one management system which can result in improved effectiveness and efficiency of organizational resources.

However, as this model may not be beneficial to all organizations, this information is therefore provided as a note and not proposed as a recommended practice or a standard.



Management systems and IMS

Ten (10) elements in common

- Strategic Direction-Mandate
- Policy & Objectives
- Accountabilities & Responsibilities
- Risk Management process
- Management of Change
- Reporting principles
- Auditing procedure
- Performance monitoring & Evaluation
- Conformity to a standard (s)
- Continual improvement

INTEGRATED MANAGEMENT SYSTEM (IMS) POLICY STATEMENT

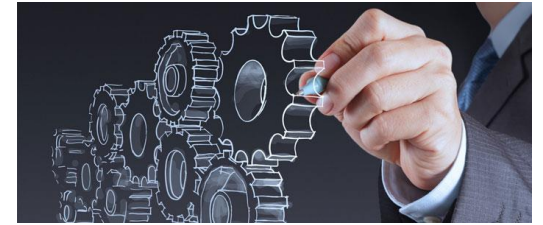
(Organisation) recognizes that successful health, safety, security, quality, and environmental management is fundamental to its mission and is committed to the continual improvement of all relevant processes and procedures to ensure all standards are met or exceeded. To achieve this commitment, a fully Integrated Management System (IMS) has been adopted by; independently verified as operating in accordance with the requirements of ICAO Annex 19 (Safety Management Systems), ISO 9001(Quality Management Systems), ISO14001 (Environmental Management Systems), ISO 27001 (Information Security Management Systems), OHSAS18001 (Occupational Health and Safety Management System), ISO 31000 (Risk Management), ISO 9004 (Managing for the sustained success) and the applicable to (Organisation) EU and National regulations. Integral to this commitment is the absolute desire to prevent accidents, serious incidents and work-related ill health to our personnel and to lessen harm to the organisation to the minimum level that is reasonably practicable.

To ensure compliance to the IMS requirements,the is committed to:

Benefits and challenges of management system integration (Ref ICAO Doc 9859)

9.7.5.5 Integrating the different areas under a single management system **will improve efficiency** by:

- a) reducing duplication and overlapping of processes and resources;
- b) reducing potentially conflicting responsibilities and relationships;
- c) considering the wider impacts of risks and opportunities across all activities; and
- d) allowing effective monitoring and management of performance across all activities.



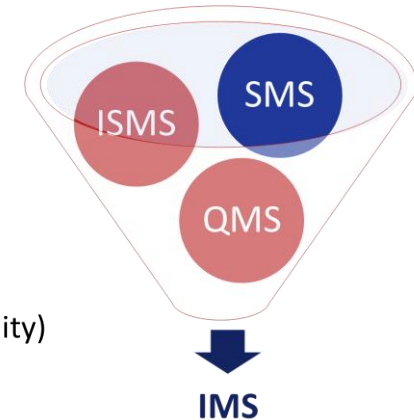
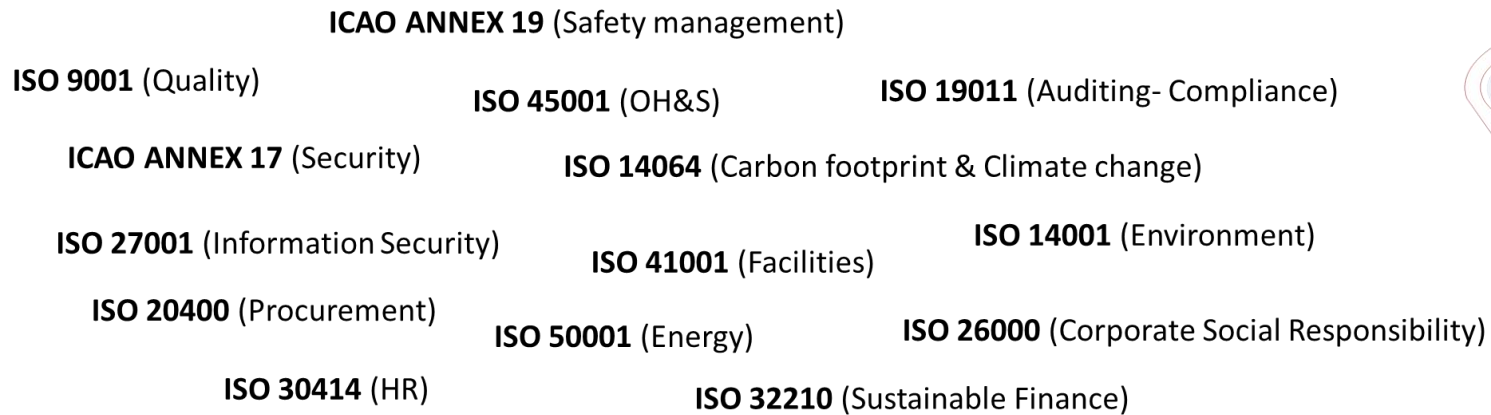
9.7.5.6 Possible **challenges** of management system integration include:

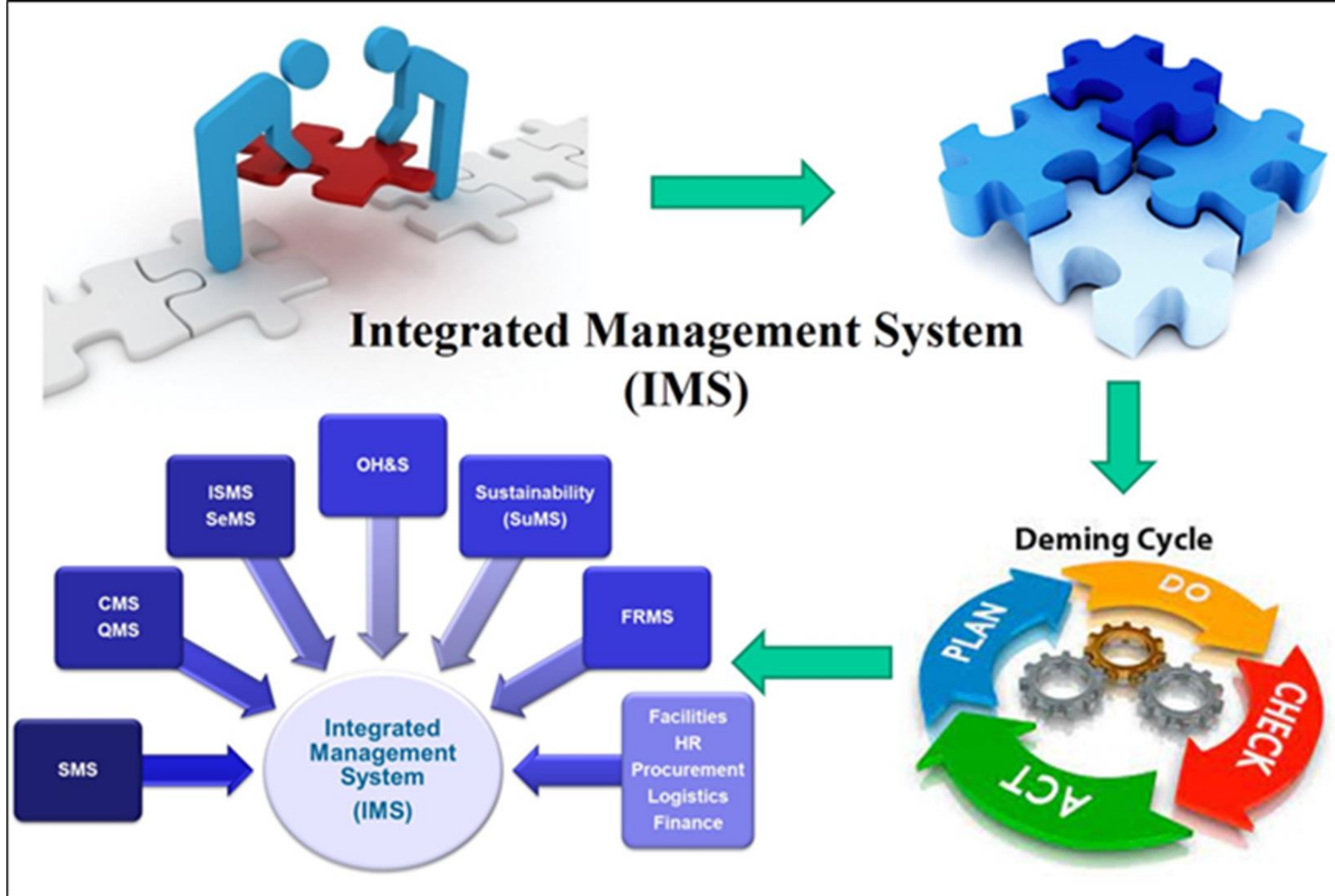
- a) existing systems may have different functional managers who resist the integration; this could result in conflict;
- b) there may be resistance to change for personnel impacted by the integration as this will require greater cooperation and coordination;
- c) impact on the overall safety culture within the organization as there may be different cultures in respect of each system; this could create conflicts;
- d) regulations may prevent such an integration or the different regulators and standards bodies may have diverging expectations on how their requirements should be met; and
- e) integrating different management systems (such as QMS and SMS) may create additional work to be able to demonstrate that the separate requirements are being met.

An IMS could provide

- an integrated Certification approach.
- an overall view of the performance of an organization
- a mature Management System
- a more holistic approach for managing risks

An IMS could integrate multiple Management Systems, Member States, Service Providers and subsidiaries under one approval, to standardize processes and reduce cost.





Dr Ilias Panagopoulos
Head of Air Safety, Amazon -Europe
Thank you!