




Safety Management Systems



*Understanding “Just Culture” and Cultural Influence in the
Caribbean ATSEP Environment and its Impact on Safety
Management Systems (SMS) Implementation*

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Outline

- Introduction
- Overview of Safety Management Systems
- Understanding “Just Culture”
- Hofstede's Dimension of National Culture
- Caribbean Cultural Charastics
- Strengetening Just Culture for ATSEP
- Summary



Introduction

▶ **Conditions:**

1. Safety Management Principles
2. Just Culture
3. Hofsteds Dimention of Culture

▶ **Objectives:**

1. Understand the Role of SMS and Just Culture in ATSEP Environment
2. Explore Hofstede's Dimension of Culture and Relevance to Caribbean ATSEP
3. Examine how culture can positively or negatively impact safety performance.
4. Identify Strategies to Strengthen safety Culture within CNS/ATSEP

▶ **Standards:**

In accordance with Annex 19 and Doc 9859



SMS Framework

**Safety Policy
& Objectives**

**Safety Risk
Management**

**Safety
Assurance**

**Safety
Promotion**

Positive Safety Culture

Top-Level Commitment

Continuous Improvement



Safety Management Systems Principles

What is SMS?

- *A safety management system (SMS) is a systematic approach to managing safety, including the necessary organizational structures, accountabilities, policies and procedures. ([ICAO](#) Annex 19)*
- *Service providers are responsible for establishing an SMS.*

ICAO Annex 19 (Safety Management) consolidates the requirements for implementation of a safety management system by the following aviation service provider organizations:

- *Aircraft operators;*
- *Aircraft maintenance organizations;*
- *Air navigation services providers;*
- *Airport operators.*
- *Training organizations, and*
- *Aircraft manufacturers.*

Components and Elements of SMS

	SMS Framework Components	SMS Framework Elements	Indicator in Organisation
PLAN	Safety Policy and Objectives	1.1 Management commitment and responsibility 1.2 Safety accountabilities 1.3 Appointment of key safety personnel 1.4 Coordination of Emergency Response Planning 1.5 SMS documentation	<ul style="list-style-type: none"> • Publishes Safety Policy Statement; • Structure and committees in place to support safety initiatives with appropriate TORs and Roles and responsibilities • Documented processes for major and minor ERP • SMS Manual of Documented processes.
DO	Safety Risk Management	2.1 Hazard identification 2.2 Safety risk assessment and mitigation	<ul style="list-style-type: none"> • Safety Risk Management Methodology in place • Hazard identification process • Hazard log completed and being monitored
CHECK	Safety Assurance	3.1 Safety performance monitoring and measurement 3.2 The management of change 3.3 Continuous improvement of the SMS	<ul style="list-style-type: none"> • Established SPIs inline with safety standards and ALoS • Planned and unplanned audits and inspections carried out. • Clear process for Investigations • Process for managing change in processes, projects and technology.
ACT	Safety Promotion	4.1 Training and education 4.2 Safety communication	<ul style="list-style-type: none"> • A training plan with identified safety training for employees at all level evolved into a competency framework • Safety Newsletter, memos, information sessions

Understanding Safety Culture

Safety culture has been described as “how people behave in relation to safety and risk when no one is watching” ICAO Doc 9859.

Safety culture is the expression of how safety is perceived, valued and prioritized by management and employees in an organization. Safety culture affects how are established and maintained and therefore has a direct impact on safety performance. Safety culture also has an important influence on the management of safety, and vice-versa.

Just Culture: A culture that encourages open reporting of errors and hazards without fear of unfair punishment.

Just Culture goes beyond none punitive and takes into consideration the culture of the organization and willingness of people to report maintenance errors faults an failures. especially in a low trust environment.

The national culture influences organizations culture as well and would shape how successful the SMS is. In a culture employees are fearful of management and safety risk is seen as negative, there will challenges developing a just culture.

Hofstede's Dimension of Culture within the Caribbean

Power Distance

Acceptance of unequal power distribution.

Individualism vs. Collectivism

Focus on self vs. group harmony.

Uncertainty Avoidance

Tolerance for ambiguity and risk.

Masculinity vs. Femininity

Emphasis on achievement vs. cooperation.

Long-Term Orientation

Focus on future rewards vs. short-term results.

Indulgence vs. Restraint

Degree of social freedom and enjoyment.

Hofstede's Dimension of Culture within the Caribbean



Power Distance

Acceptance of unequal power distribution.

High Power Distance:

Respect for authority and hierarchy.

ATSEPs may be hesitant to question supervisors or report procedural non-compliance

Just Culture Strategy

- **Encourage open dialogue across all hierarchy**
- **Train leaders to invite feedback and foster a non-punitive environment**

Hofstede's Dimension of Culture within the Caribbean



Individualism vs. Collectivism

Focus on self vs. group harmony.

Collectivist Orientation:

Emphasis on relationships and community.

A high tendency of discouraging reporting of errors

Just Culture Strategy

- **Positive reinforcement on reporting - (safety too, errors and root causes addressed through reporting)**

Hofstede's Dimension of Culture within the Caribbean

Uncertainty Avoidance

Tolerance for ambiguity and risk.

Moderate to High Uncertainty Avoidance:

Preference for clear rules and structure.

Resistance to change such as new technology, processes and people

Just Culture Strategy

- **Have a clear change management plan that considers the behavioral aspect as well as operational change.**
- **Introduce change gradually with clear communication**
- **Reinforce how these changes will enhance safety and reliability.**



Hofstede's Dimension of Culture within the Caribbean



Masculinity vs. Femininity

Emphasis on achievement vs. cooperation.

Moderate Masculinity:

Value placed on success, balanced by empathy.

Fear of appearing incompetent and may discourage admitting mistakes

Just Culture Strategy

- **Package reporting framework in a positive way - instead of error reporting/fault management uses positive reinforcement such as safety improvement/enhancement report**

Hofstede's Dimension of Culture within the Caribbean



Long-Term Orientation

Focus on future rewards vs. short-term results.

Short-Term Orientation:

Desire for visible, immediate outcomes.

Short term plan and limited documentation of processes and adoch approach to implementation with a people driven environment.

Just Culture Strategy

- **Structure of the organisation is done in a way which supports safety objectives.**
- **Document processes and lessons learnt.**
- **Develop a talent management framework for ATSEPs**

Hofstede's Dimension of Culture within the Caribbean



Indulgence vs. Restraint

Degree of social freedom and enjoyment.

High Indulgence:

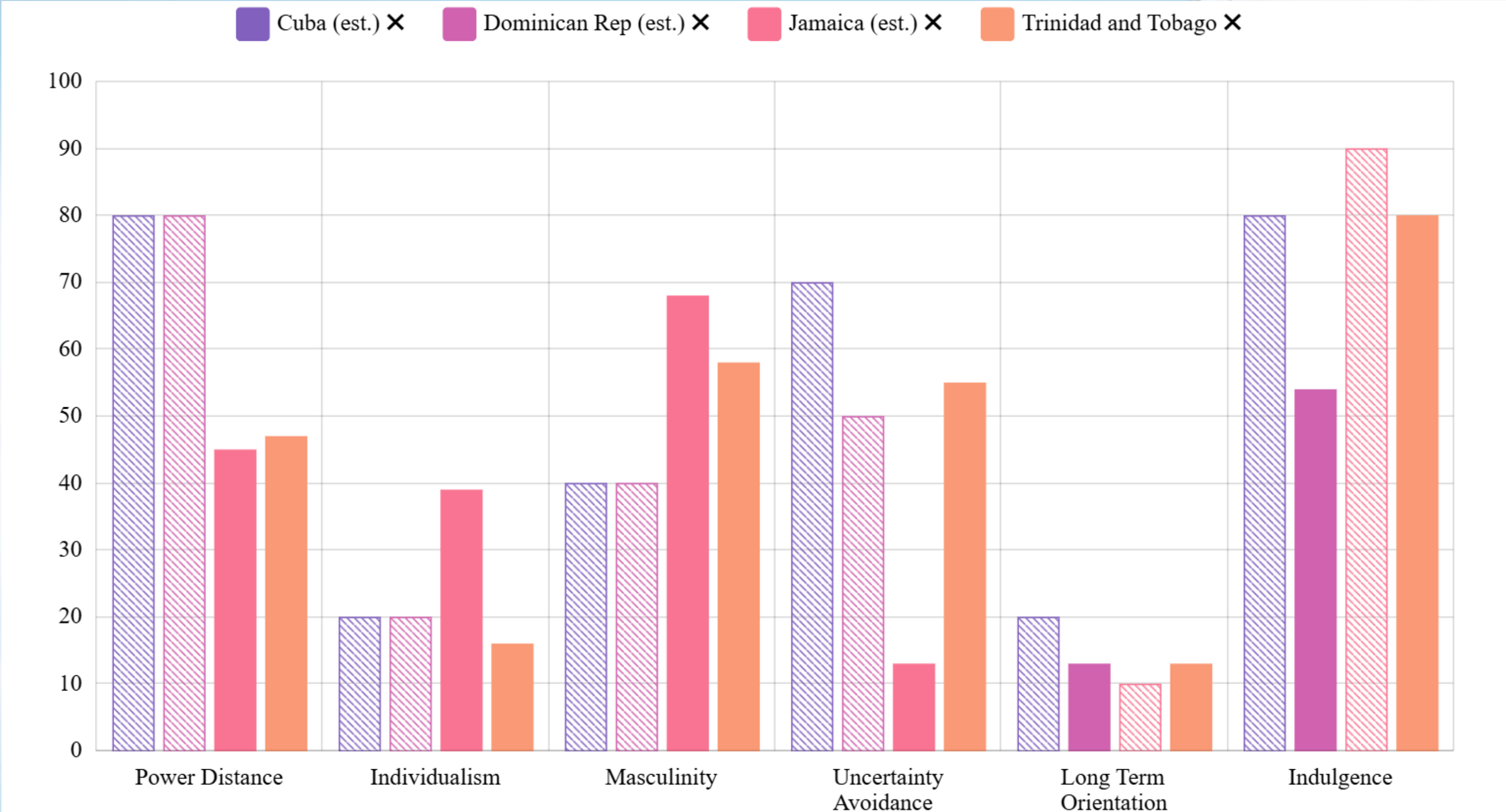
Warm, expressive, and people-centered culture.

Informality may lead to relaxed attitudes towards documentation and handing over

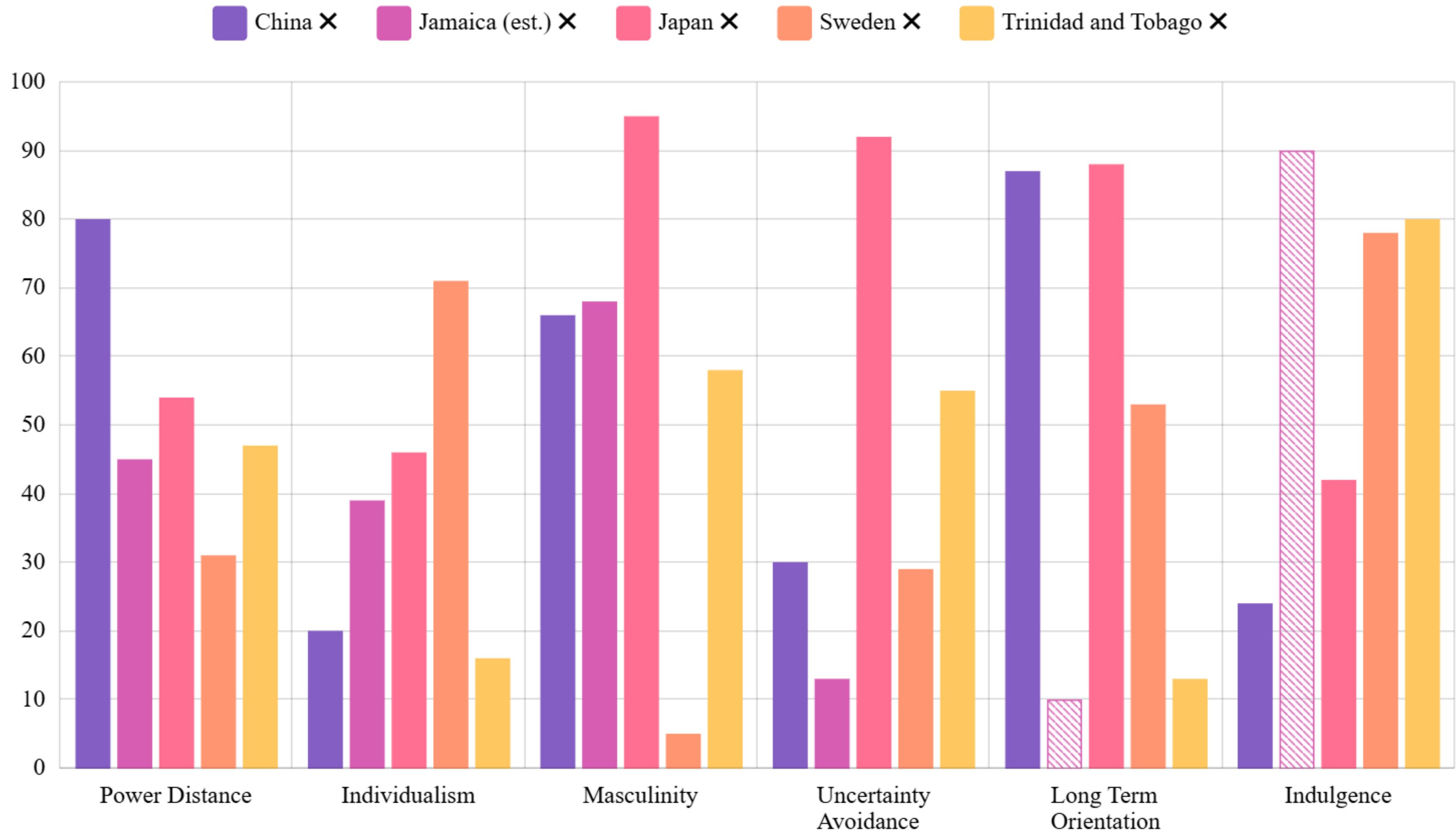
Just Culture Strategy

- **Encourage professionalism is all safety communications and logs**
- **Reinforce accountability while enforcing congeniality**

Country Comparison



Region Comparison



Strengthen Just Culture for Caribbean ATSEPs

Conduct	Conduct regular “Just Culture” and SMS refresher sessions for ATSEPs
Include	Include cultural awareness in leadership and supervisory training.
Reward	Reward proactive reporting and safe behaviour.
Establish	Establish clear communication channels between ATSEP teams and safety management.
Use	Use local success stories to illustrate the benefits of openness and accountability.
Empower	Empower employees through transparent reporting systems.
Ensure	Ensure leadership consistency in non-punitive responses.
Recognize and reward	Recognize and reward proactive safety reporting.
Integrate	Integrate cultural awareness modules into SMS training.
Leverage	Leverage Industry SMS assessments to monitor Just Culture progress (ICAO, CANSO tools).

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CEO

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Summary

1. Cultural traits significantly shape ATSEP behaviour and safety outcomes.
2. Awareness of Caribbean cultural dynamics helps tailor SMS and Just Culture implementation.
3. Strong leadership, transparent communication, and fair accountability are key.
4. Cultural factors shape safety behaviors and reporting practices.
5. Understanding and leveraging Caribbean cultural traits can strengthen Just Culture implementation.
6. Sustainable safety improvement requires continuous learning, leadership, and cultural alignment.

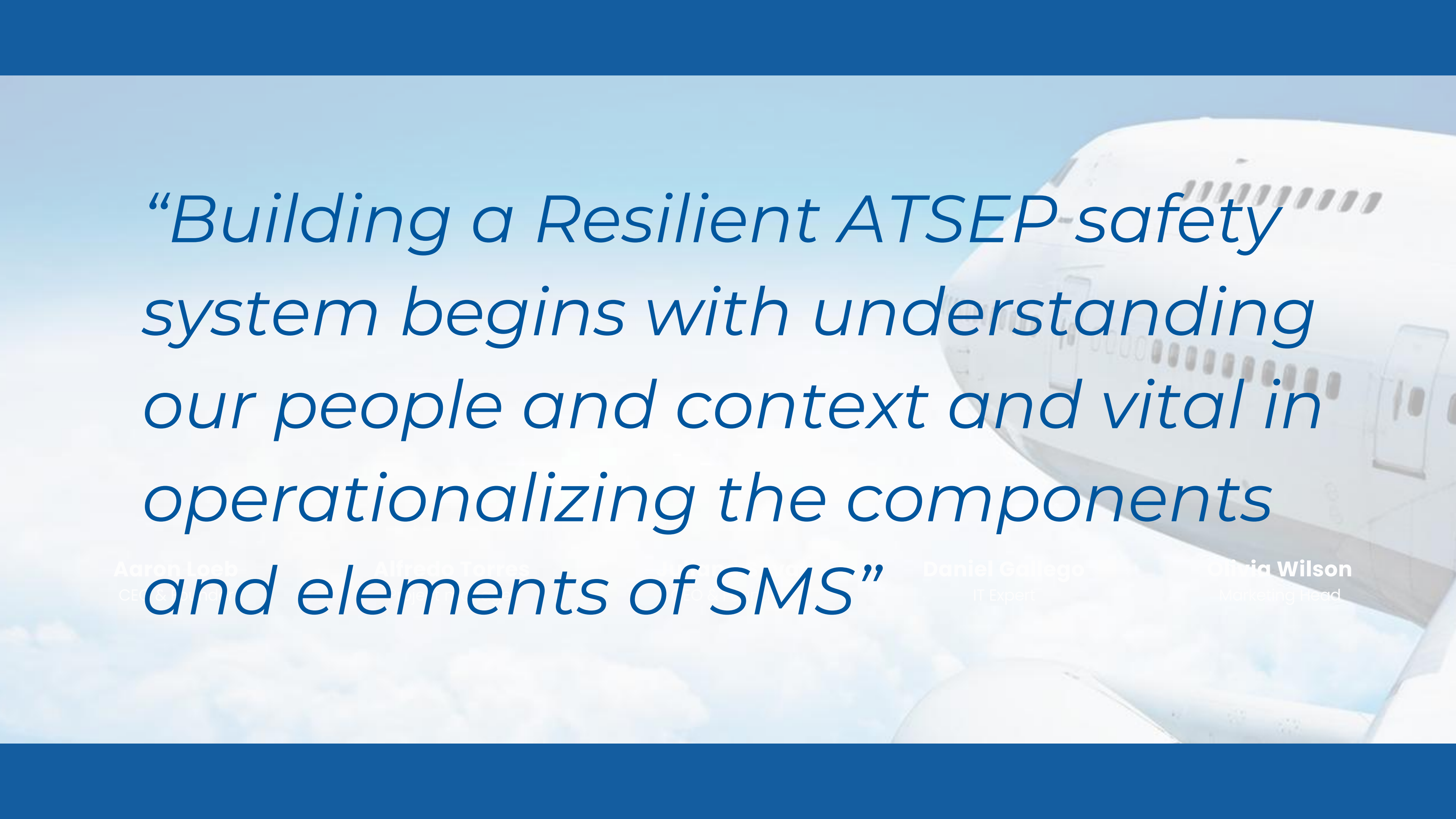
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“Building a Resilient ATSEP safety system begins with understanding our people and context and vital in operationalizing the components and elements of SMS”

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QUESTIONS



THANK YOU!

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