

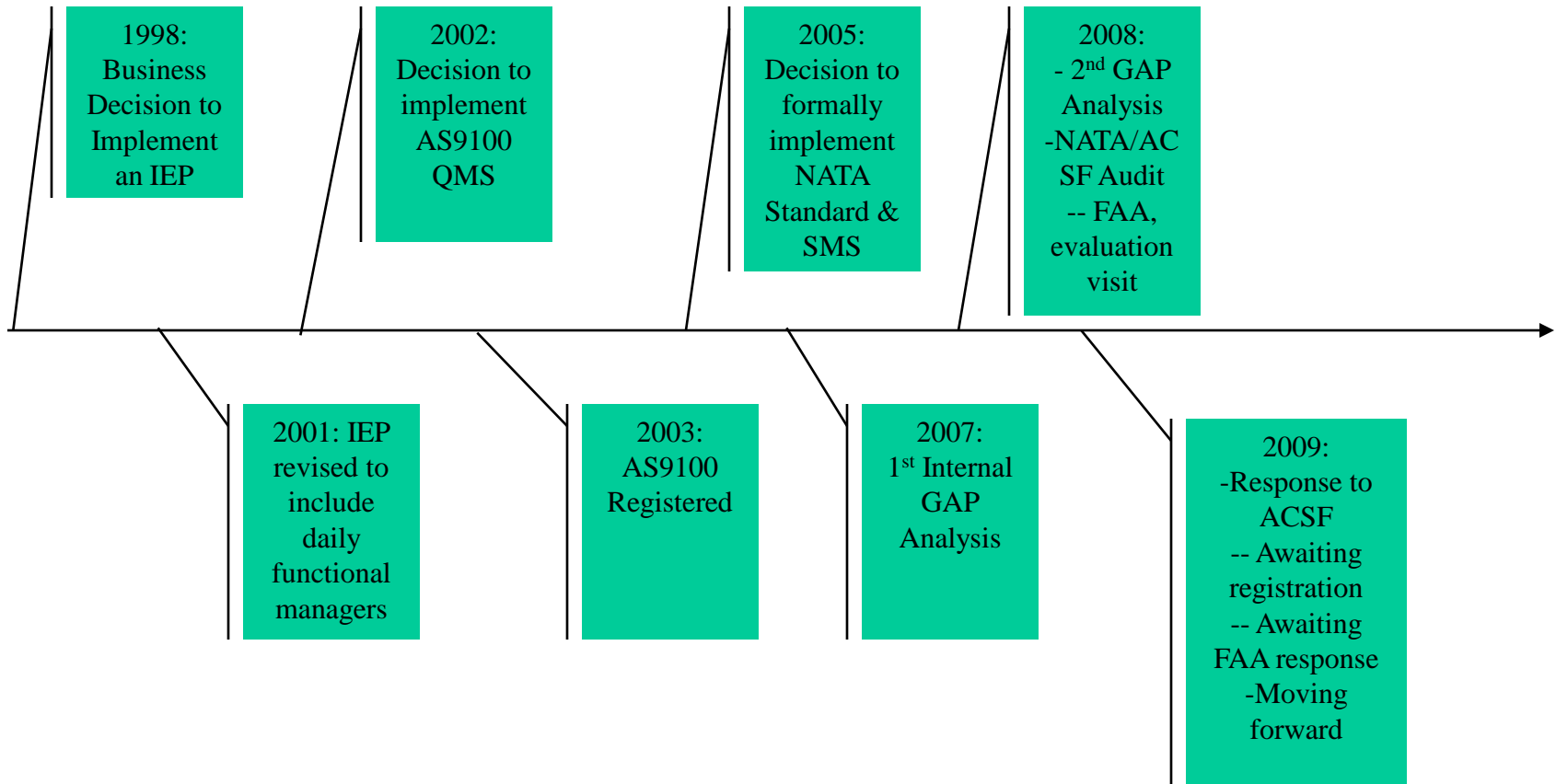
J7SA150H



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

Presented to the SMS Focus Group
February, 2009

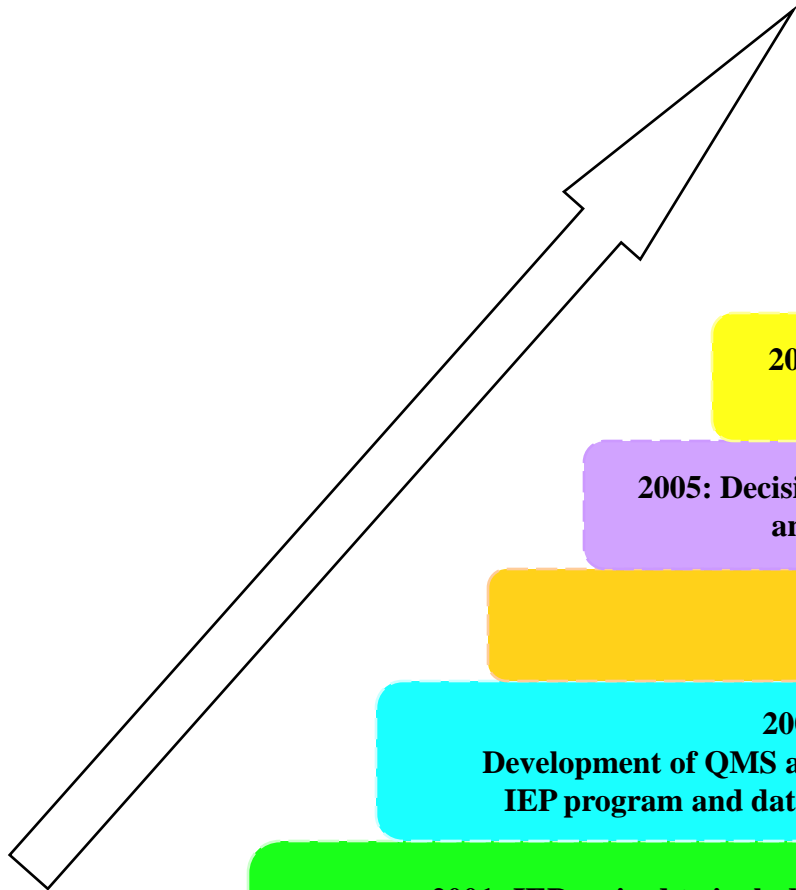
Development Timeline



- 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 5th 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: 2nd 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**

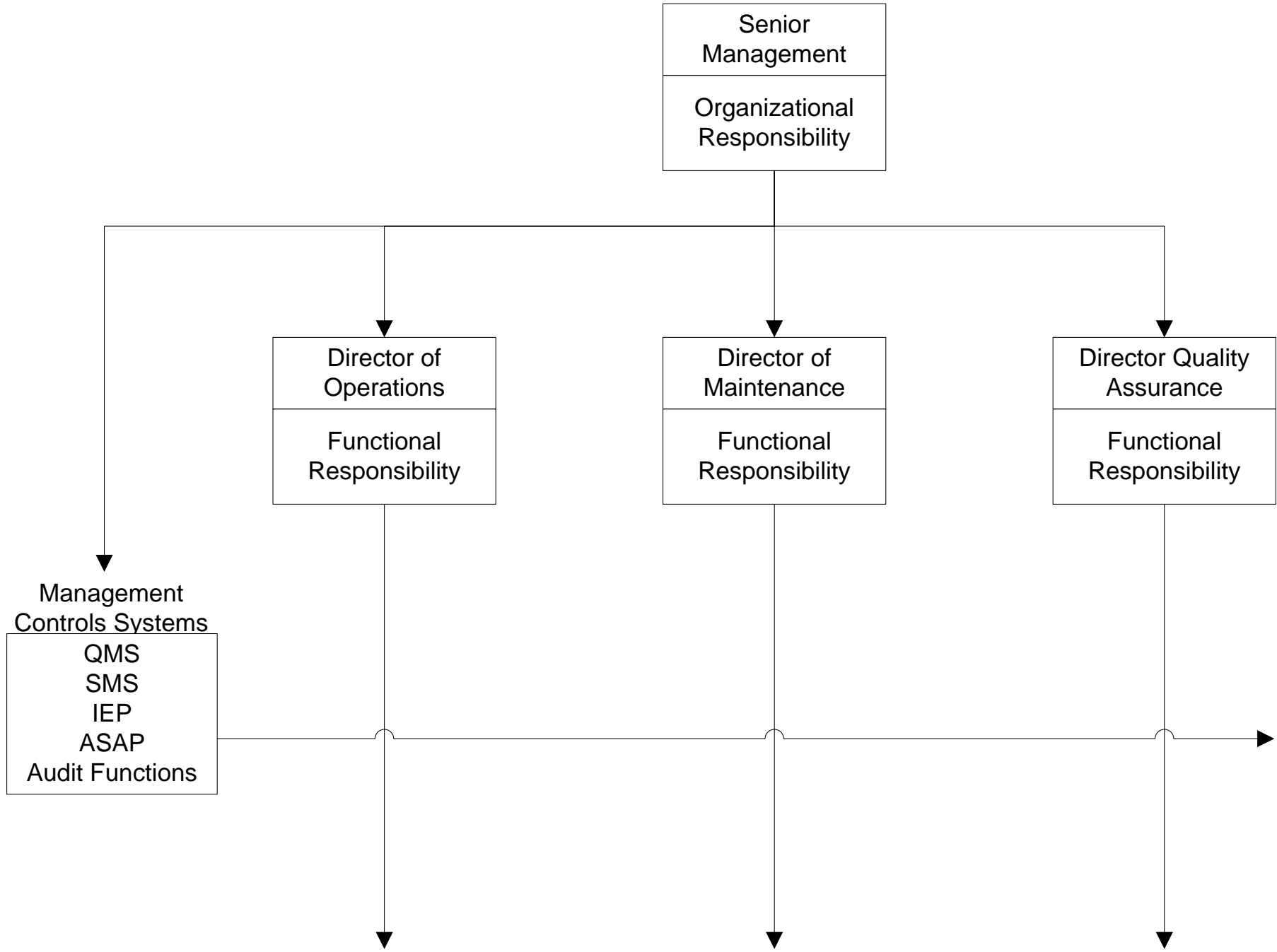
**2005: Decision to formally implement SMS, and explore available standards
and programs, to include IS-BAO; Selected NATA/ACSF**

2003: ISO 9000/2000 AS9100 Registered

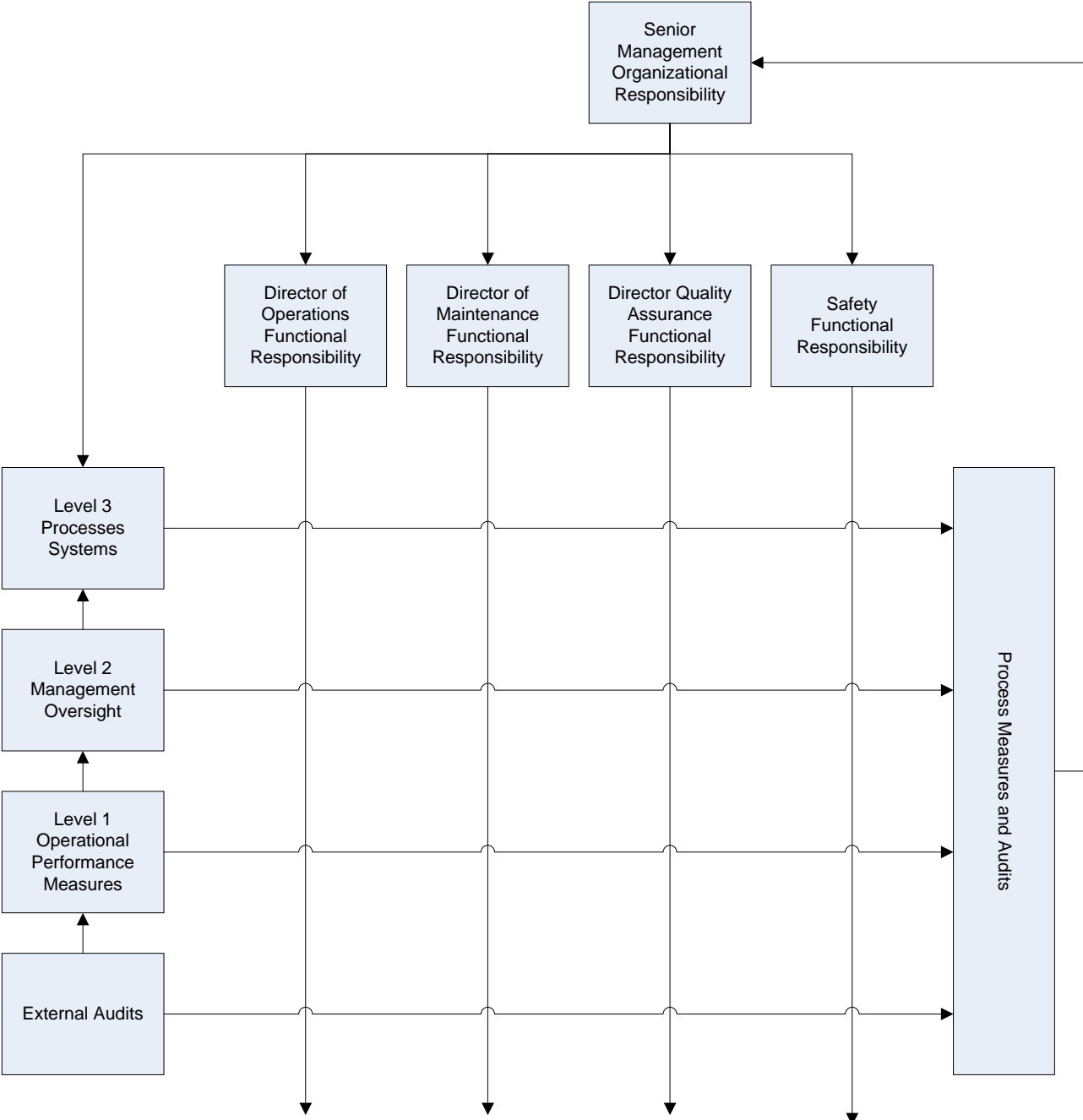
2002: Decision to implement AS9100 QMS.
Development of QMS and associated programs and processes, training of personnel.
IEP program and data collection and reporting become part of the QMS process.

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.

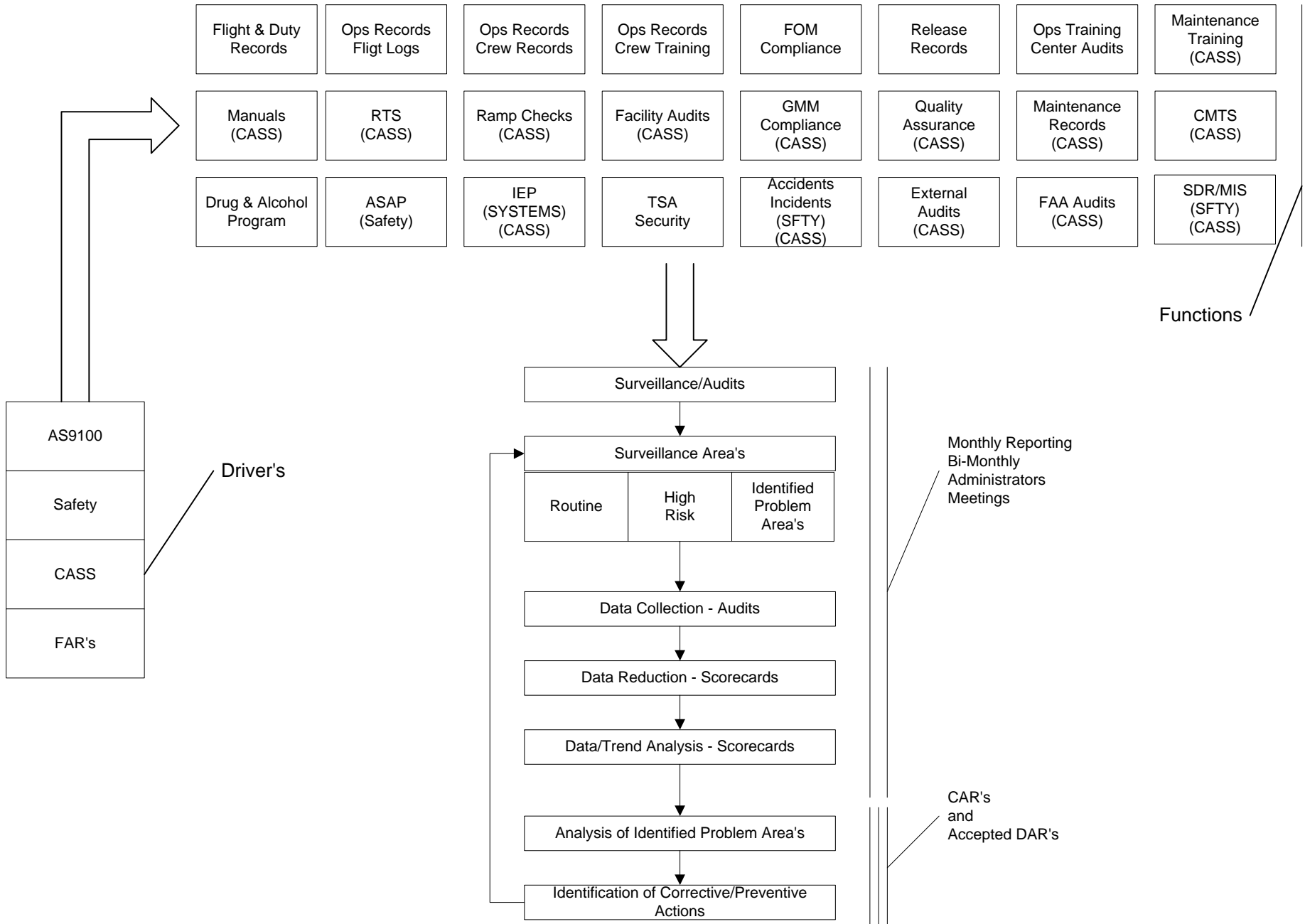
1998: IEP implemented using quality management techniques, based on AC120-59.
Developed first version of scorecard system, primarily compliance oriented.
Implemented as a separate department for compliance auditing.
Bombardier Flexjet required to actively participate.



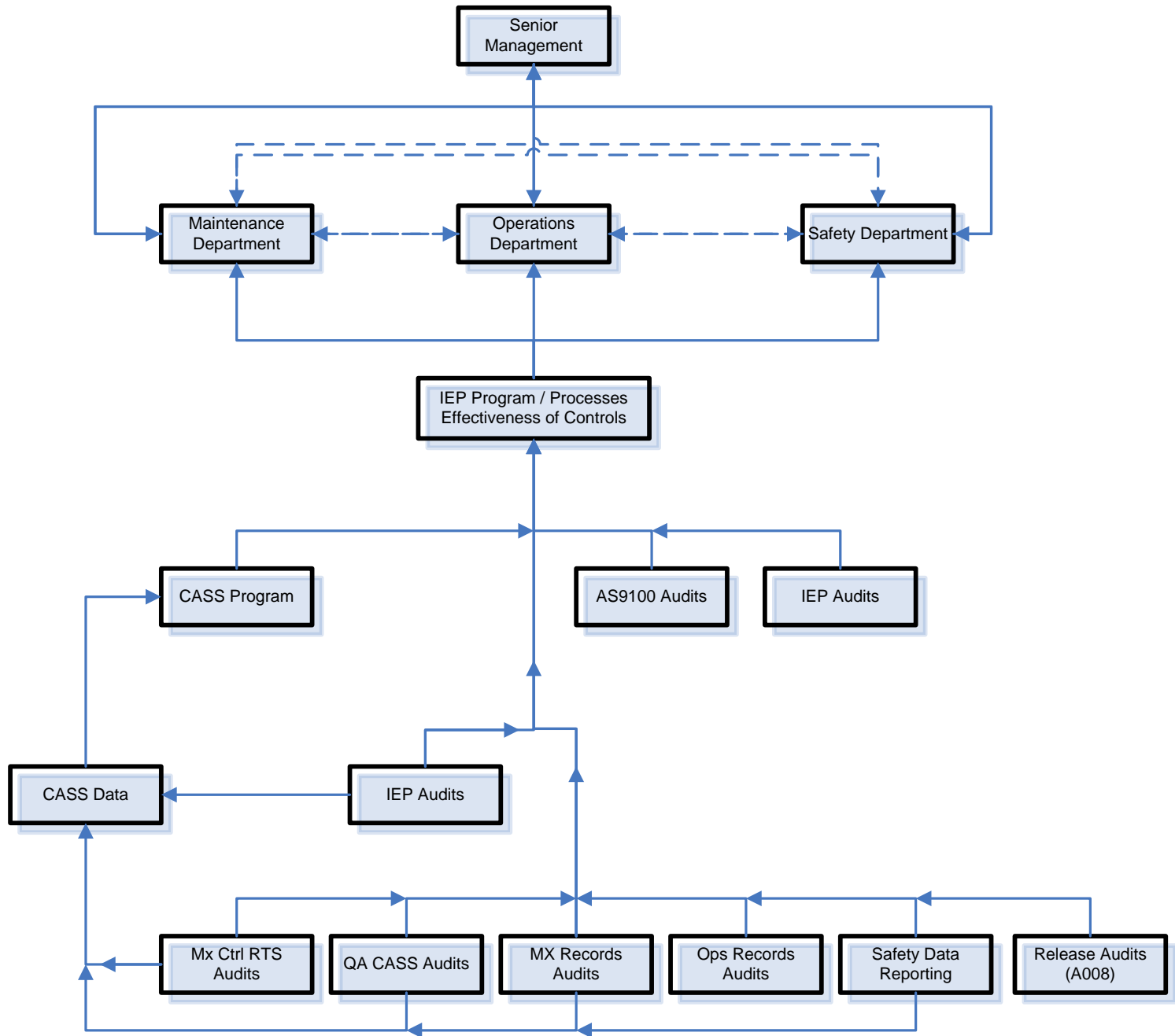
- Original structure was traditional – Safety, IEP, QMS was the responsibility of a stand alone department.
 - Only senior management got briefed on the system
 - Functional managers were left out, and did not receive the benefit of the information being gathered.
 - Information to make decisions, was 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)

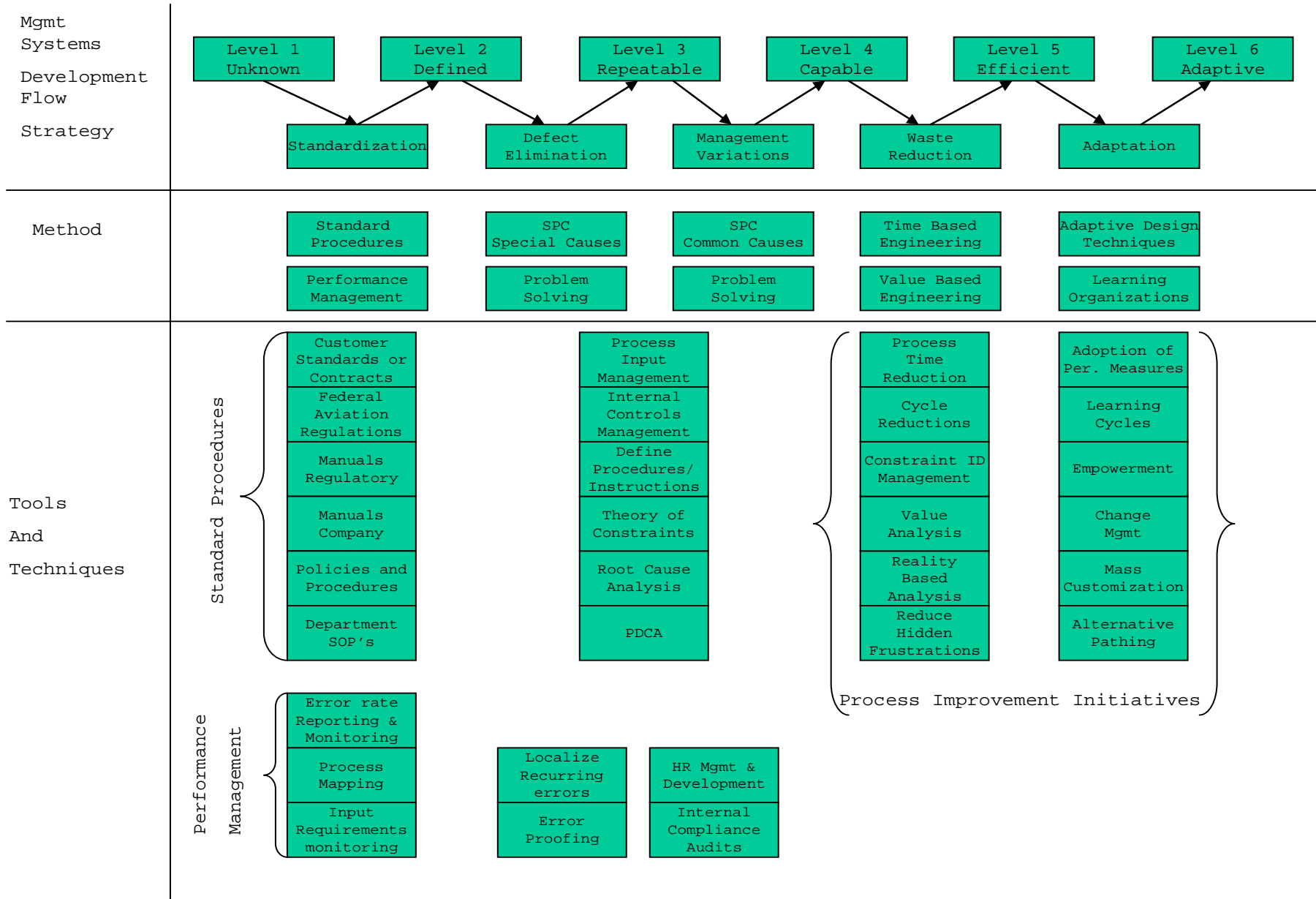
- Program must be scaleable to operation
 - Small operators will not have thousands of operations per month, so measures in thousands or higher meaningless for them.
 - Current measures, practices are not life cycle, so true indication of risk exposure not accurately measured.

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