ASPA
Association of South Pacific Airlines

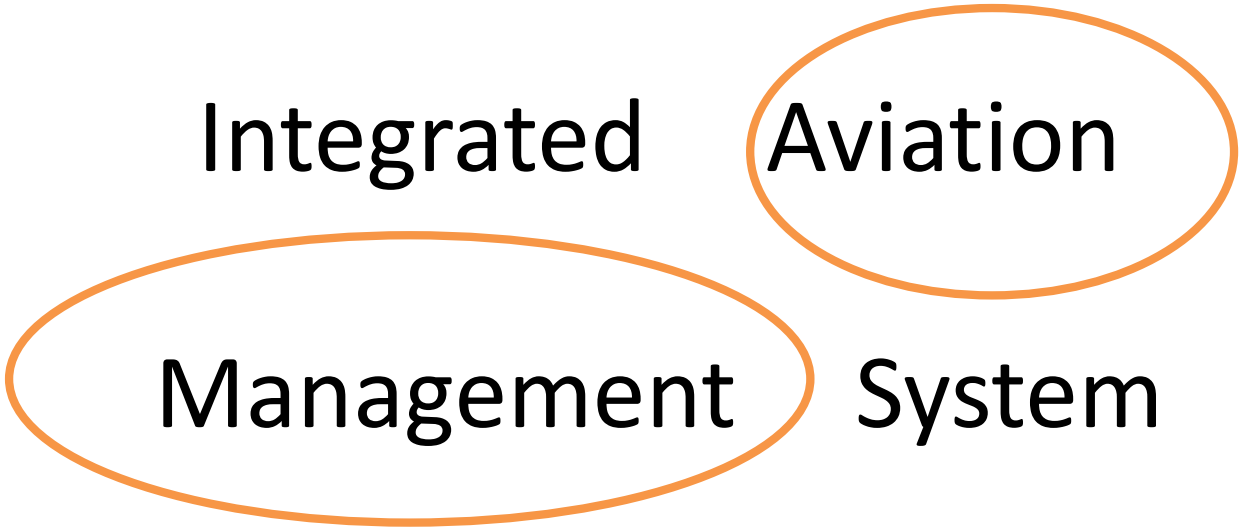
74th ASPA General Session
08th - 09th September 2022
BAC Conference Centre, Pullman Hotel, Brisbane Airport, Brisbane, Australia.

Integrated Airline Management System (iAMS)

Facilitator: George Faktaufon

Presentation Objective

- *Understand the Integrated Aviation Management System, focusing on business performance and profitability, by complying with aviation quality, safety and security standards, using world class management tools, techniques and best practices*


Integrated
Aviation
Management
System

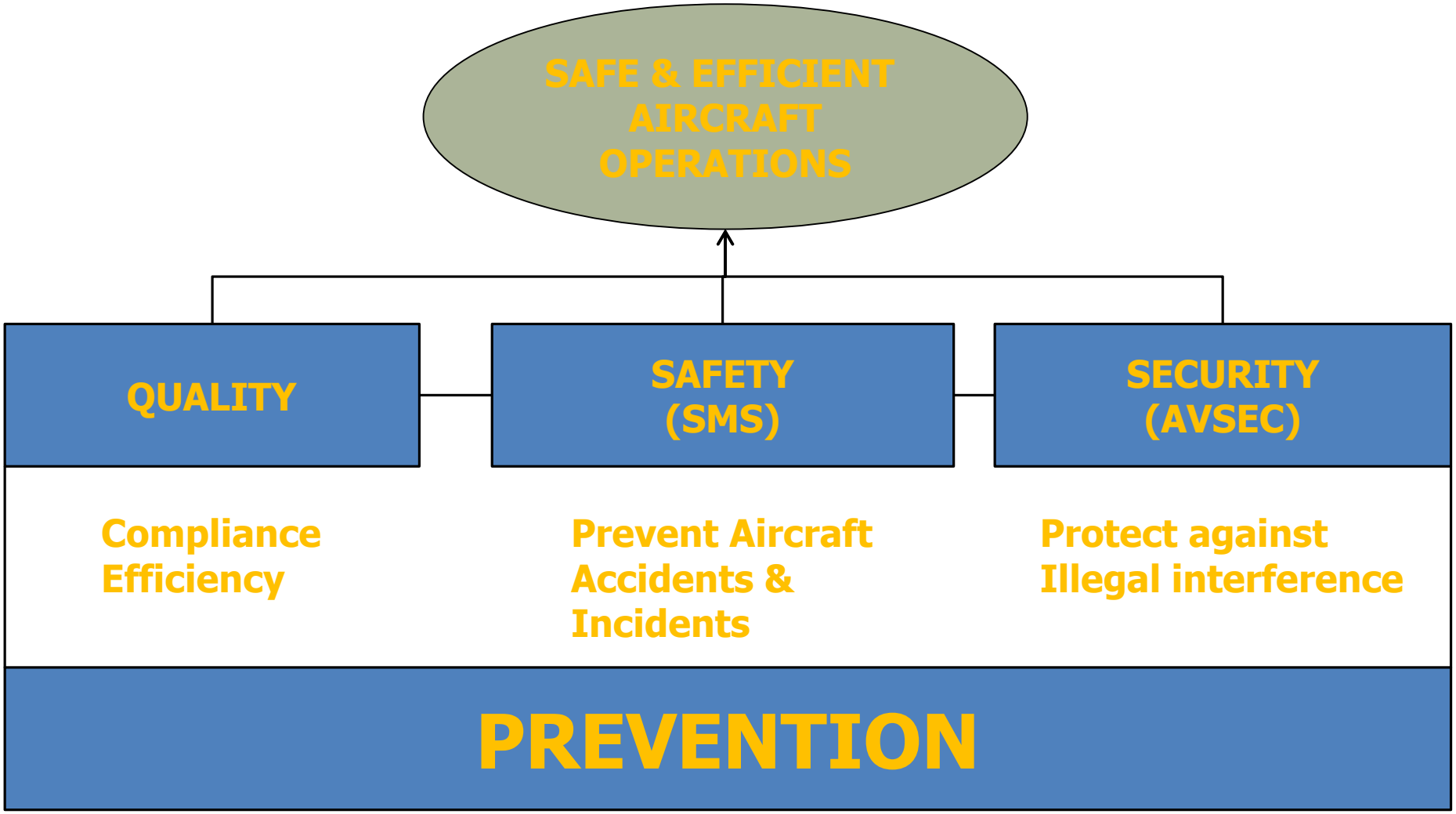
Business Orientation

- Customer focus
- Competitiveness
  - Capacity
  - Capability
- Competitors
- Systems & Processes
- Profitability (Based on **Cost** - not only revenues)
  - (Efficiency - do more with less)

Aviation Management

- System approach
- Processes as System DNA (PARI)
- Performance based
- Driven by people´s competence
- Accomplishment of requirements
- Preventive in nature
- Integrating Human Factors
- People Management Development for Airlines

Aviation Management



Management Objectives

Processes	***Results***
• **Comply and exceed requirements** **AVOID DEFECTS – NON COMPLIANCE**	**Quality**
• **Prevent and control risks:** **AVOID DAMAGES**	**Safety/Sec.**
• **Monitor and control effectiveness** **AVOID WASTE**	**Efficiency**

Management System (IOSA Standard)

- ***ORG 1.1.1 The Operator shall have a management system that has continuity throughout the organization and ensures control of operations and management of safety and security outcomes***

  – System Documentation also reflects a functional continuity within the management system that ensures the entire organization works as a system and not as a group of independent or fragmented units (i.e., silo effect).

Management System (IOSA Standard)

- ***ORG 1.1.1 The Operator shall have a management system that has continuity throughout the organization and ensures control of operations and management of safety and security outcomes***

  - An effective management system is fully implemented and functional with a clear consistency and unity of purpose between corporate management and management in the operational areas.
  - The management system ensures compliance with all applicable standards and regulatory requirements.

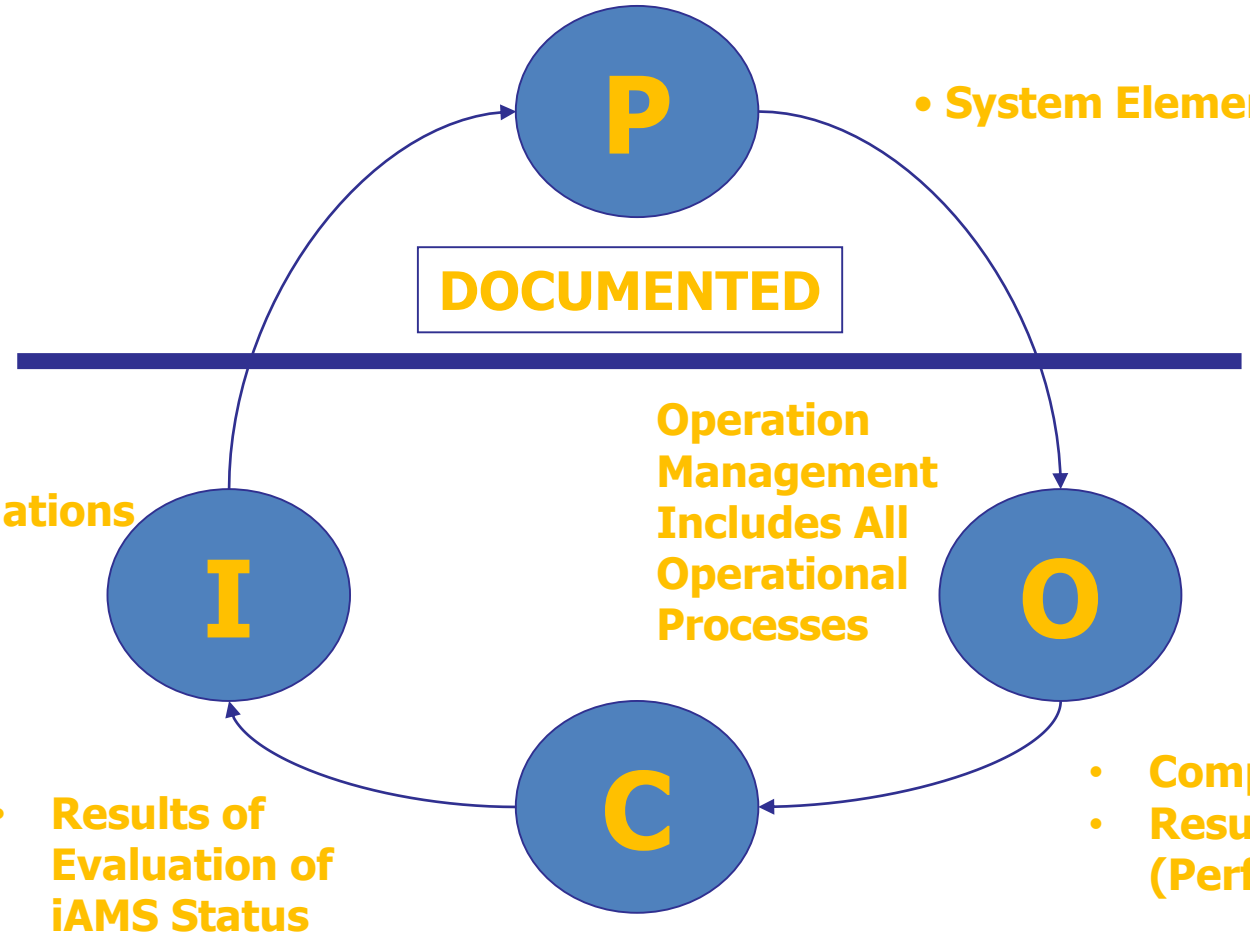
ISARPS

- ***Documented -*** *Documented* shall mean the specifications in the ISARPs are published and accurately represented by an operator in a controlled document. A controlled document is subject to processes that provide for positive control of content, revision, publication, distribution, availability and retention.

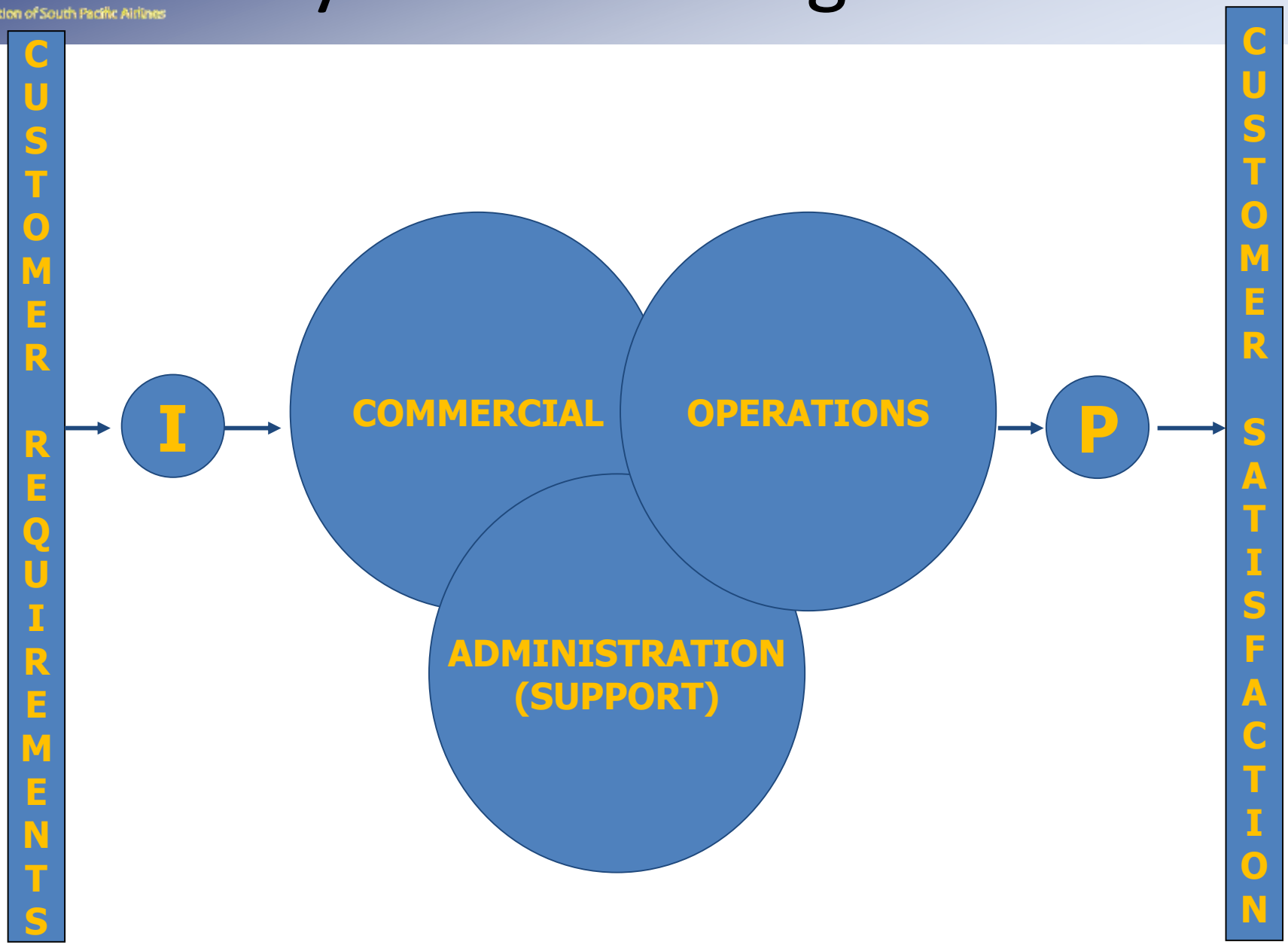
- ***Implemented -*** *Implemented* shall mean the specification(s) in the ISARPs are established, activated, integrated, incorporated, deployed, installed, maintained and/or made available, as part of the operational system, and is (are) monitored and evaluated, as necessary, for continued effectiveness.

iAMS PDCA Method

(Deming Cycle)



Systemic Management



iAMS Governance

Direction, Control & Accountability

- Strategic Definitions
  (Direction – Operational Philosophy/Business Plan)
  - Market
  - Product
  - Policies
  - Objectives

- Control
  Monitor by
  - Performance Indicators
  - Control activities (Revisions, Audits, Inspections….)

iAMS – Definition of “Process”

- A series of actions, changes, or functions bringing about a **result**
- A series of operations performed in the making or treatment of a product
- “Set of interrelated or interacting activities which transforms inputs into **outputs**” ISO 9000:2005
- In an organization the “Processes” are oriented to make Governance a **reality**

Process Approach

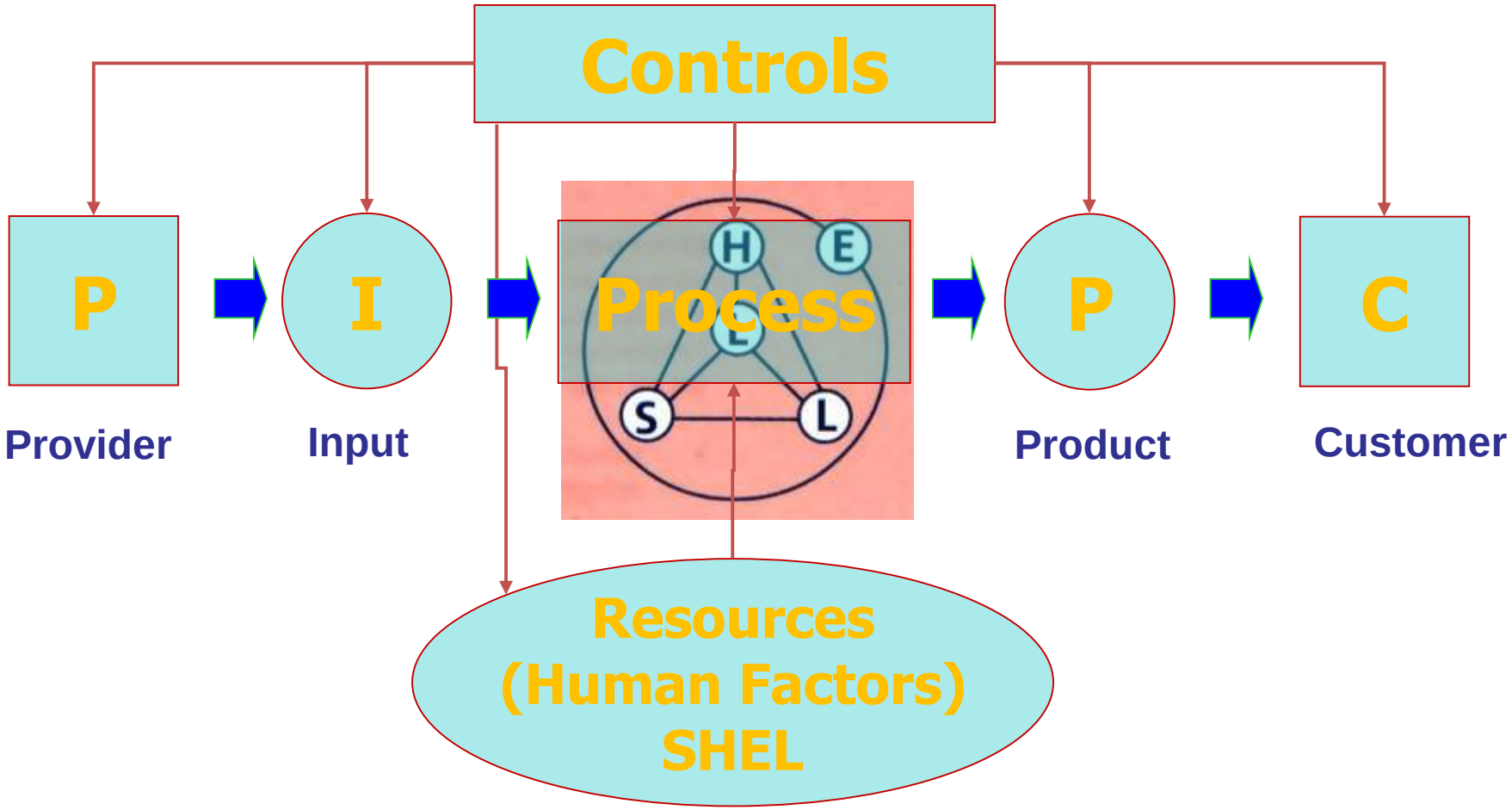
- For organizations to function effectively, they have to identify and manage numerous interrelated and interacting processes
- Often, the output from one process will become the input into the next process
- The systematic identification and management of the processes employed within an organization and particularly the interactions between such processes is referred to as the “process approach”
- Focus on generating **value**

Management by Processes

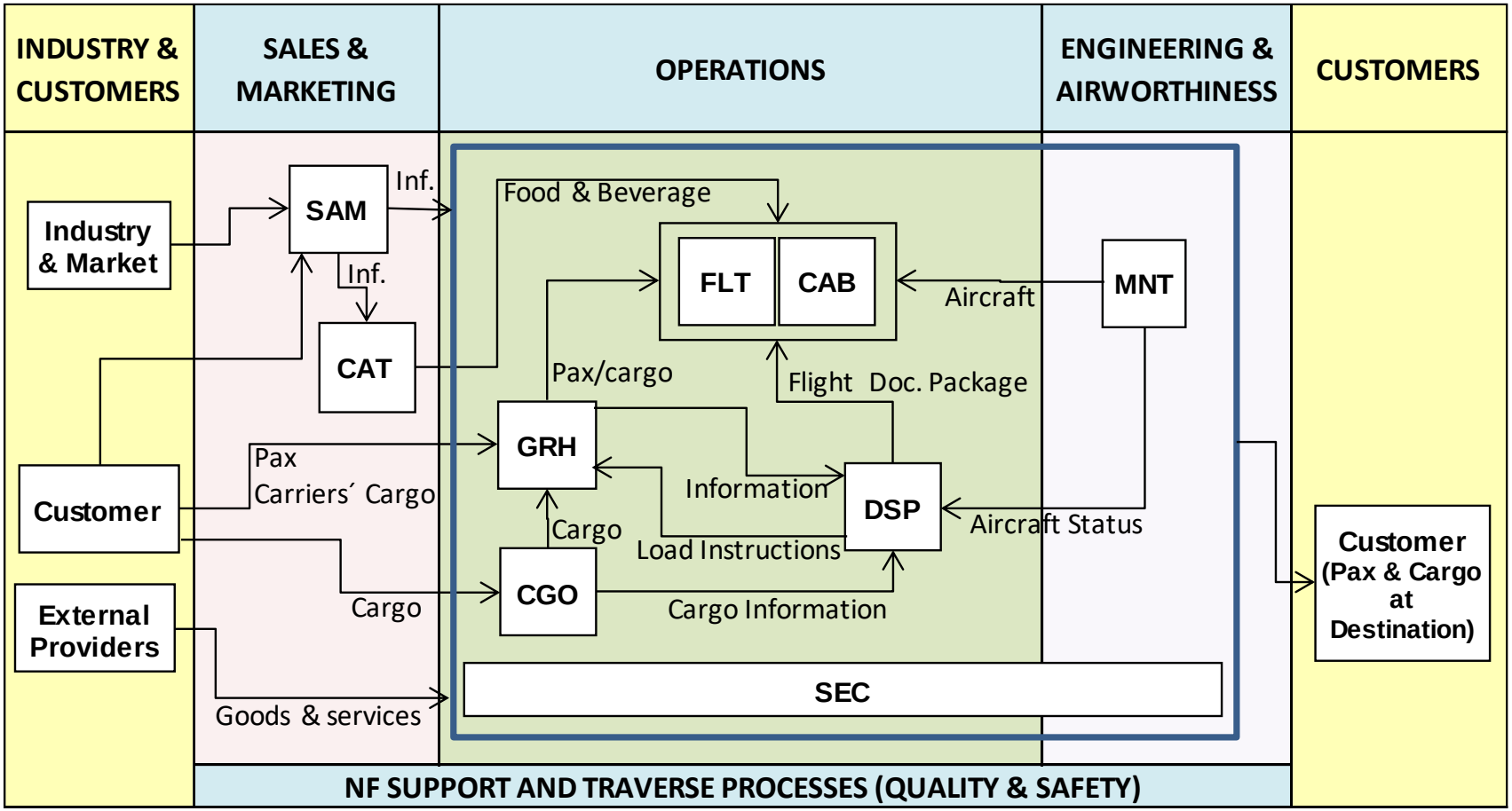
The main purpose process based management is:

- Optimize the organization activities to accomplish the corporate objectives
  - Efficiency
  - Effectiveness
- Processes Efficiency = Organizational Efficiency
- Processes Success = Organizational Success

Process Elements



Operational Process Map



What is Risk?

- Risk is the likelihood of loss/gain
- Risk requires the following conditions
  - A potential loss/gain
  - Likelihood
  - Choice

Risk: the possibility that something will have an impact on the objectives (positive or negative).

iAMS – Risk Management

- Risk Management is a logical and systematic method of identifying, analyzing, treating and monitoring the risks involved in any activity or process that can affect to the organization

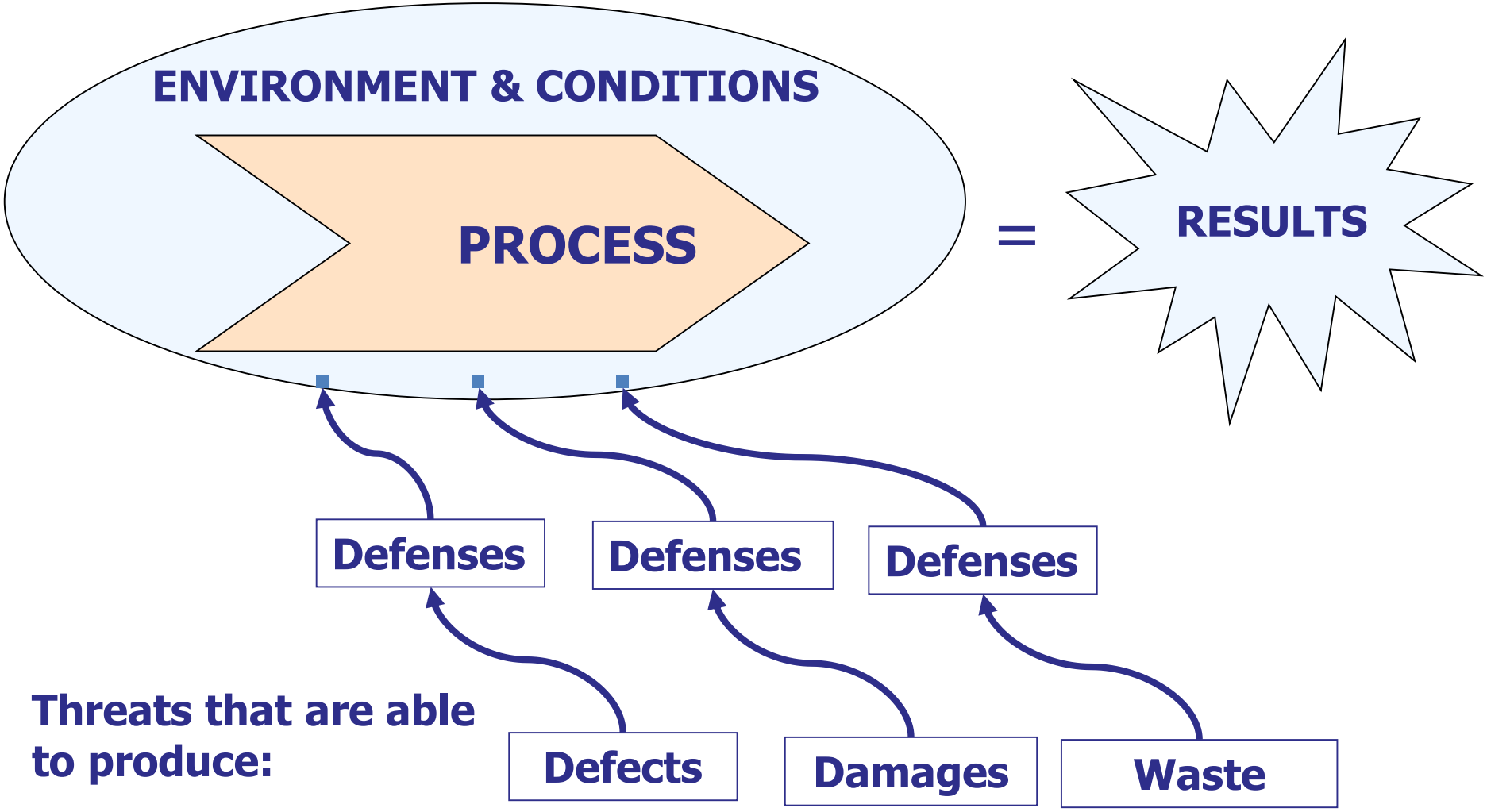
- Risk Management is an integral part of business **planning**

- Risk management must be **fully** integrated into planning, preparation and execution of organizational processes

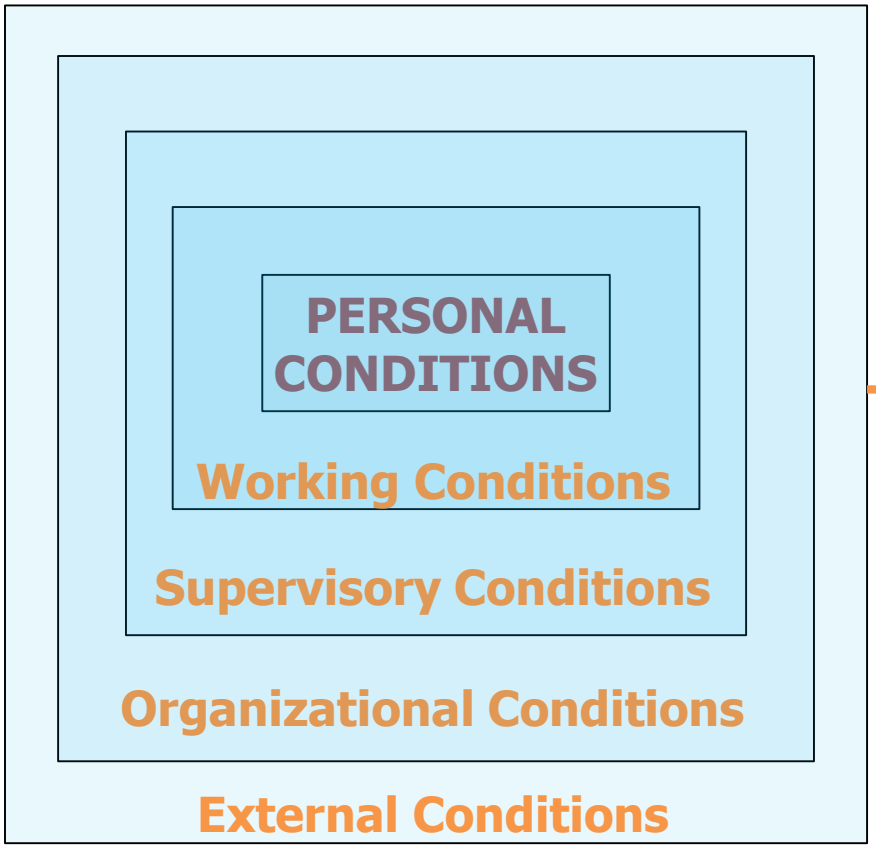
- The fundamental goal of risk management is to **enhance** operational capabilities and mission accomplishment.

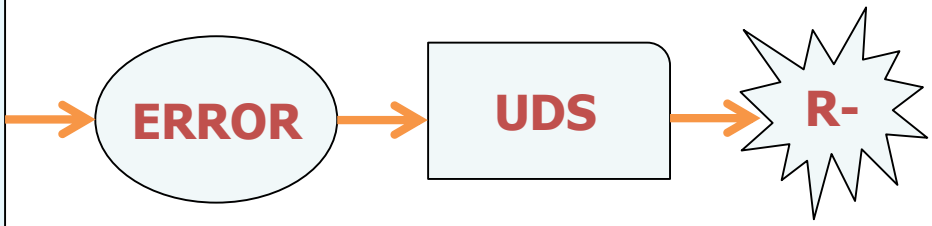
Risk Management

Risk Analysis in Each Process



Model for Adverse Results Causation





Operator

Action or Inaction

- Non Intentional
- Intentional

Outcome

- **Damages**
- **Defects**
- **Waste**

Latent Failures **SHELL** **Active Failures**

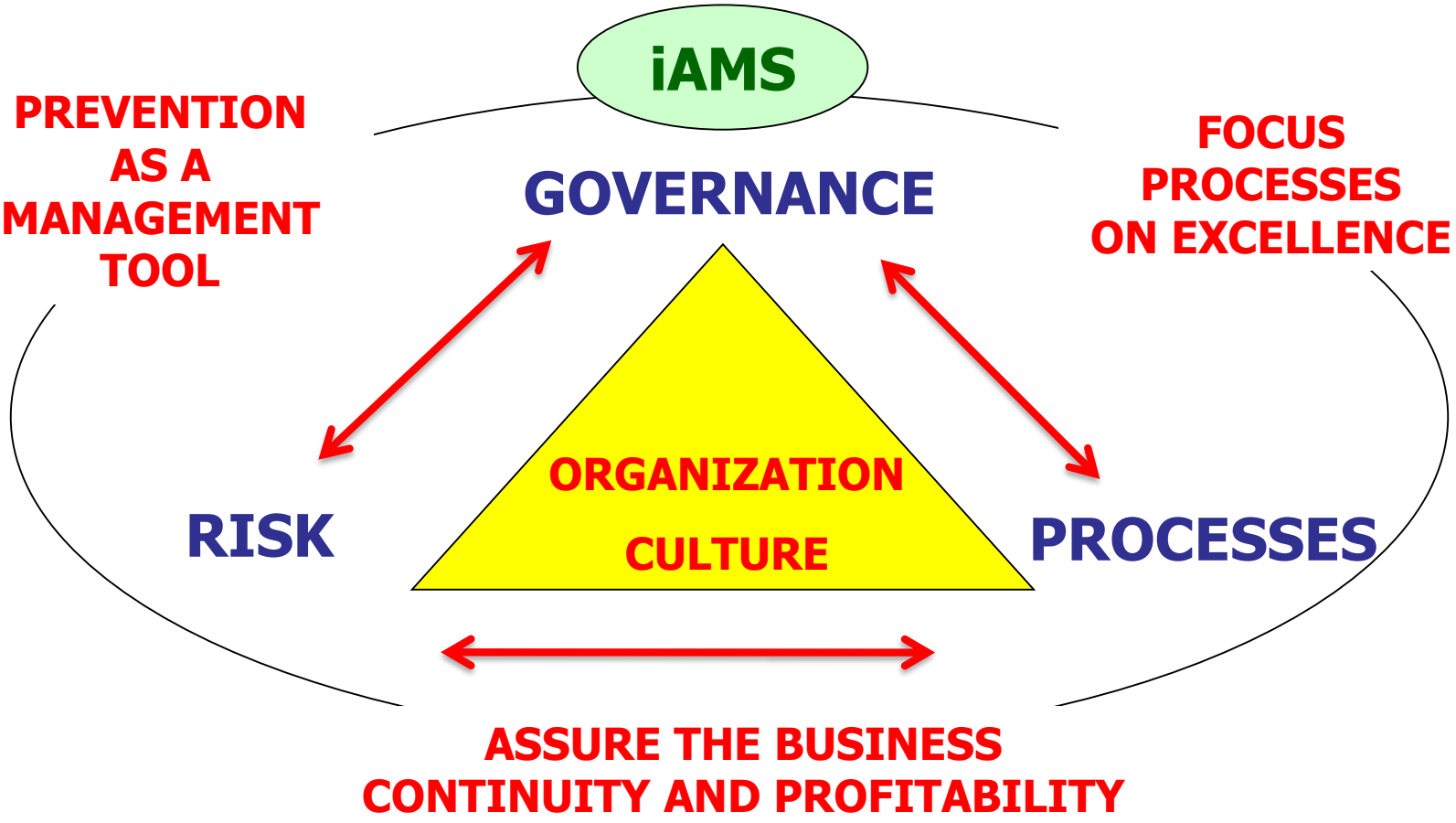
Consider that

- Most accidents, incidents and undesired events and negative results are "**organizational**" in nature:
  - Latent conditions

    (poor design, gaps in supervision, undetected defects or maintenance failures, unworkable procedures, poor training, conflicting goals and objectives, etc.)
  - combine with or *cause* active failures

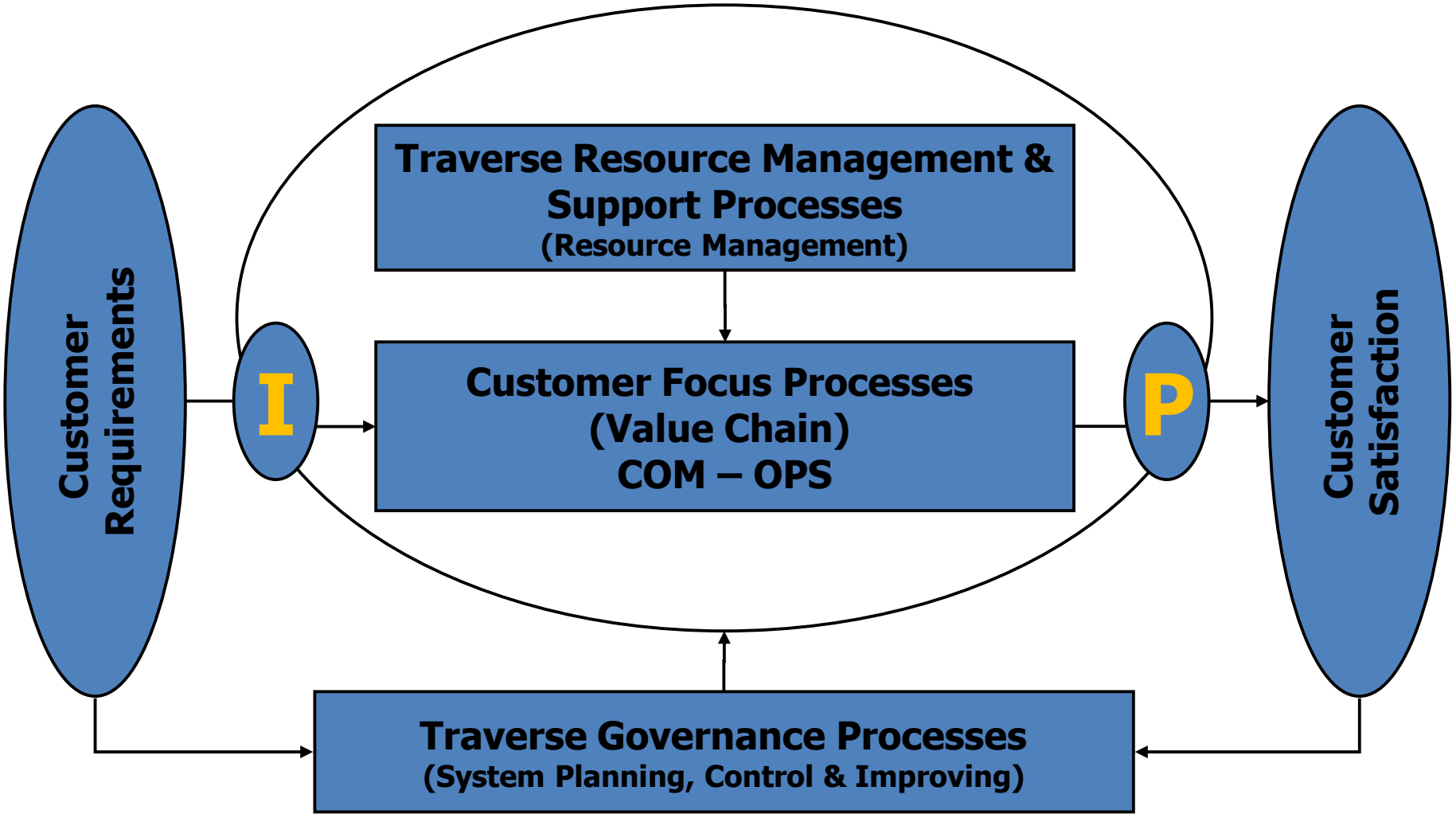
    (errors or violations committed by the system's operators)
  - to *produce* negative **outcomes**.

Systemic Management Flow

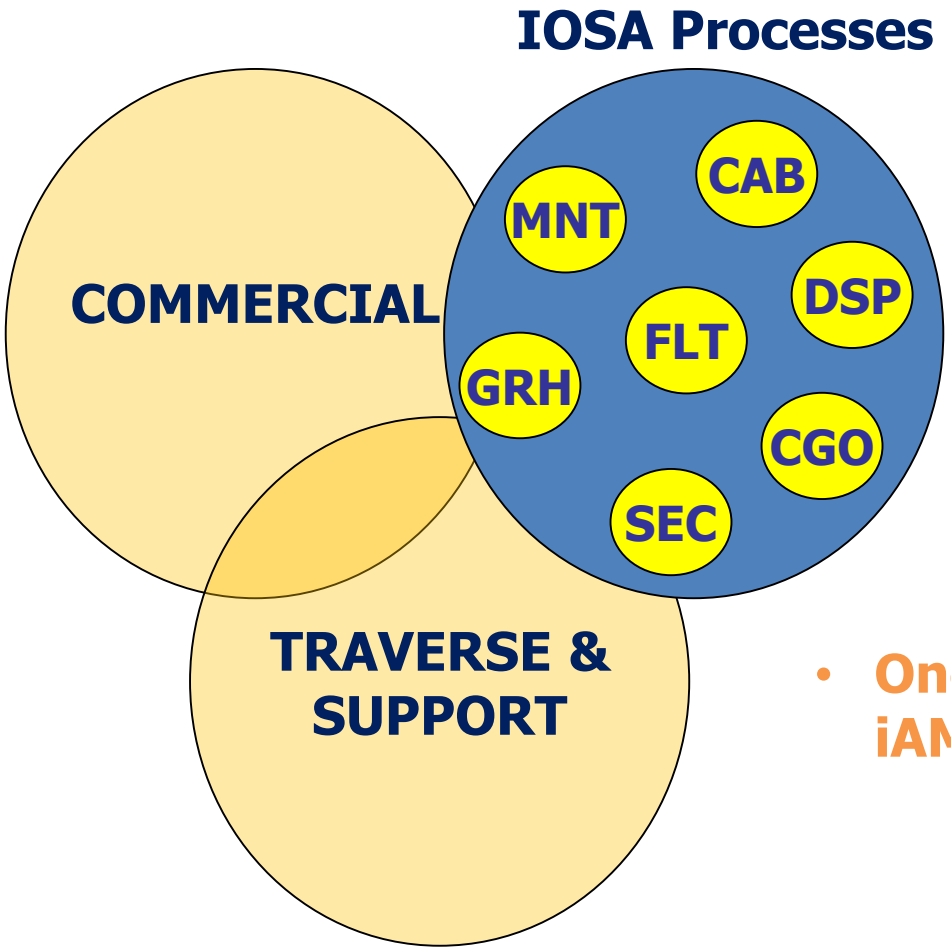


iAMS Elements Flow

iAMS System Processes

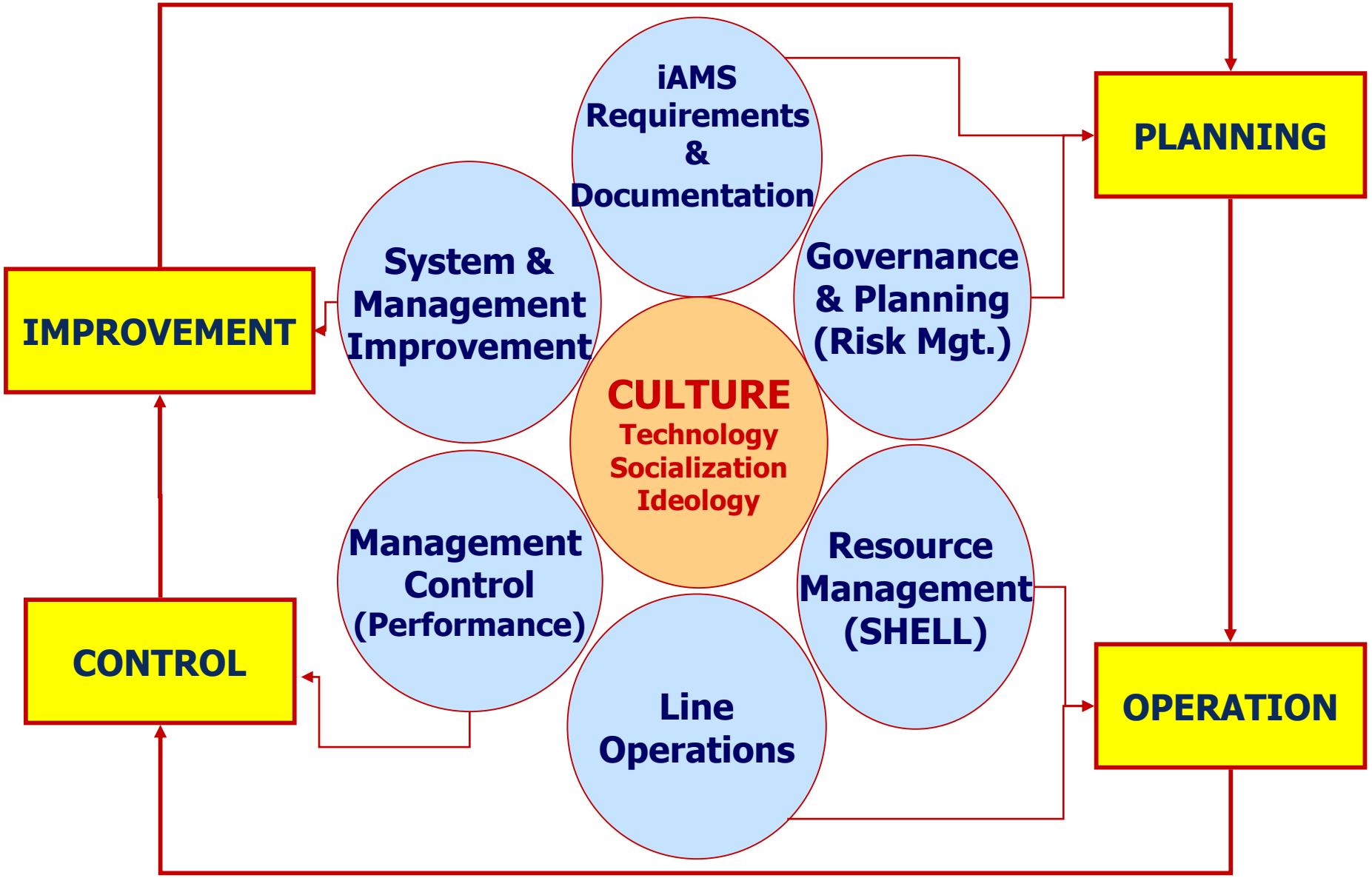


iAMS Framework

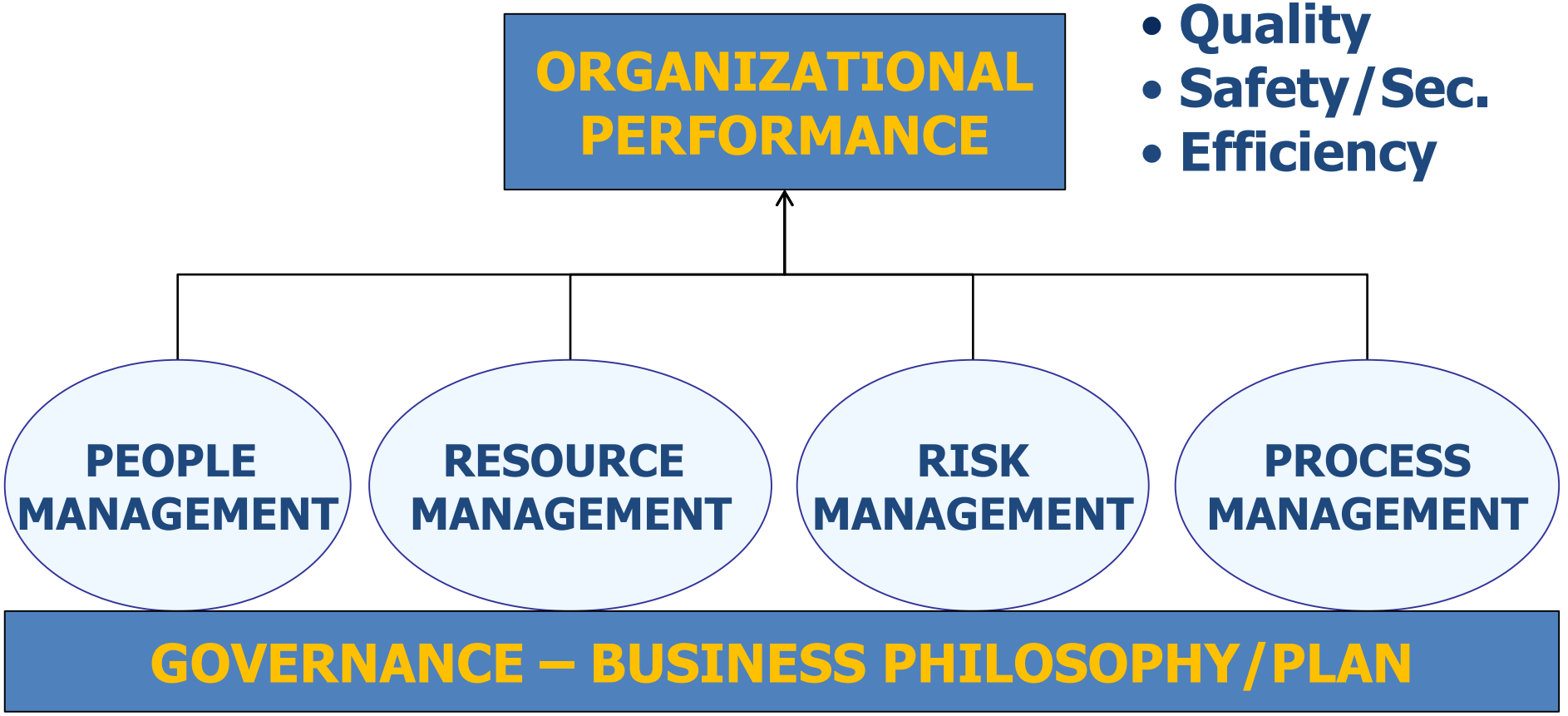


- **One Management System: iAMS**

iAMS Elements Integration (QSL Method)



iAMS Performance (Main Pillars)



iAMS Benefits

- Work as a whole (system not silo effect)
- Focus on business governance
- Reduce Non Quality Costs
- Focus on PERFORMANCE

Questions

ASPA
Association of South Pacific Airlines

Thank You