



SAFETY BULLETIN

June 2019

RISK ASSESSMENT AS A PART OF CHANGE MANAGEMENT

INTRODUCTION

Safety Management System (SMS) constitutes hazard identification and risk management (HIRM) in three different ways, namely, proactive, predictive and reactive. Change Management is a proactive way of assessing associated risks and mitigating them to an acceptable level prior to undertaking a change. In the recent past, there had been a couple of instances in which changes to the existing procedures were implemented without the risk assessment.

AIM

This article aims to refresh the understanding of requirement and the process of risk assessment as a part of change management. For detailed information, please refer Chapter 10 of Corporate Safety Management System Manual. Some of the examples for Change Management are listed below:

- Relocation of facilities e.g. Shifting of Flight Ops Department
- New Aircraft type, e.g. B737 Max
- New airport of operation e.g. Chuuk
- New routes to be flown
- Frequency of scheduled operations
- Code sharing
- Organisation structure
- New type of equipment e.g. electric tugs

CASE STUDIES

Three recent instances where a new procedure was introduced are briefly described below:

Case I

Manual baggage reconciliation process was replaced by electronic scanner. Risk Assessment for this change was not carried out. It might be a contributing factor or a sheer coincidence of two occurrences of baggage's not loaded or not—offloaded at destination and returned to POM! An audit finding was raised subsequent to which this new process is discontinued.

Case II

Load Control Sheets were being prepared at outports using a newly devised load sheet using excel format. This was devised to overcome the difficulties and delays in preparation of load sheets particularly, in case of network connectivity or system outages. However, no risk assessment was carried out prior to this changed procedure, nor the stakeholders (operating crew) were informed of this change. An OOR was raised by the alert crew and this new procedure discontinued.

Case III

There was a proposal initiated to cross—train the personnel of a department for better cross—utilisation. A risk assessment was carried out in August 2018 and the proposal was kept in abeyance pending cost—benefit analysis. Same proposal was initiated for consideration without any reference to the decision during the previous risk assessment. The same was returned by Safety Office for the pending cost-benefit analysis. Notwithstanding, cross—training of the personnel is scheduled from 03rd June whereas the risk assessment has not yet been approved.

CONCLUSION

It may be borne in mind that risk assessment as a part of Change Management is a committed policy by the Company and all Managers need to adhere to this. Safety office may be contacted in case of doubt whether a particular change warrants a risk assessment or not.

ANG SAFETY OFFICE
ANG HAUS, LEVEL 4,
JACKSONS PARADE, 7 MILE
NATIONAL CAPITAL DISTRICT

PHONE: 327 3740
EMAIL: safetyoffice@airniugini.com.pg