



# Enhancing our Food Safety Culture

David Morgan  
Flight Operations & Safety  
Air New Zealand



- 
- A hand holding a small model airplane against a sunset background. The hand is positioned in the lower left, holding the airplane horizontally. The background is a soft, warm glow from a setting or rising sun, creating a hazy, golden atmosphere. The airplane is a simple model with two engines and a tail.
- Safe
  - Sustainable
  - Exceptional

# Regulatory Frameworks





**WORKSAFE**

**NEW ZEALAND | MAHI HAUMARU  
AOTEAROA**

# Government Policy and Legislation

## New Zealand Aviation State Safety Programme

July 2014



New Zealand Government



# Safety Management Systems



CASE STUDY ONE

## IMPLEMENTING A SAFETY MANAGEMENT SYSTEM INDUSTRY CASE STUDIES AIR NEW ZEALAND

CIVIL AVIATION AUTHORITY OF NEW ZEALAND





- 1 Safety Policy**
- 2 Risk Management Process**
- 3 Hazard Identification & management**
- 4 Goals set and measured**



- 5** Quality assurance program
- 6** Training
- 7** Scalecable
- 8** Documented





## Just Culture

“An atmosphere of trust in which people are encouraged for providing essential safety-related information, but in which they are clear about where the line must be drawn between acceptable and unacceptable behaviour”

Dr James Reason.

## Human Error

*Product of Our Current  
System Design and  
Behavioral Choices*

Manage through  
changes in:

- Choices
- Processes
- Procedures
- Training
- Design
- Environment

## Console

## At-Risk Behavior

*A Choice: Risk Believed  
Insignificant or Justified*

Manage through:

- Removing incentives  
for at-risk behaviors
- Creating incentives  
for healthy behaviors
- Increasing situational  
awareness

## Coach

## Reckless Behavior

*Conscious Disregard  
of Substantial and  
Unjustifiable Risk*

Manage through:

- Remedial action
- Punitive action

## Punish



# Change Management

50mg

Plan Before Use



# Our Business Principles

## Operate Safely, Responsibly and Reliably

- We will protect the health, wellbeing, safety and security of our customers, employees and the communities in which we operate.
- We will not tolerate anyone being affected by alcohol or other drugs in the workplace.
- We will operate our business with discipline and excellence to ensure sustainability, resilience and effectiveness.
- We will protect and safeguard the natural environment, our use of finite resources and the release of pollutants into the environment.
- We will ensure the safety and security of our communities ensuring effective communication.

no  
and reflect  
our business partner  
These are at the heart of our

## Act with Integrity, Honesty and Transparency

- We will avoid any activity or contracts that may lead to, or suggest, a conflict of interest between personal activities and Air New Zealand.
- We will build trust through integrity, transparency, honesty and objectivity in our business dealings and relationships.
- We will use business resources in the best interests of Air New Zealand and not for personal gain.
- We will communicate honestly, responsibly and with transparency with all stakeholders within the bounds of commercial confidentiality.





# LEADERS MINDFUL

SAFETY AS A  
SHARED VALUE



**$10^{-9}$**



# Emergency Management & Response

*Readiness,  
Response and  
Recovery*

# BIG BLACK BOOK

*Group Emergency Management Manual*

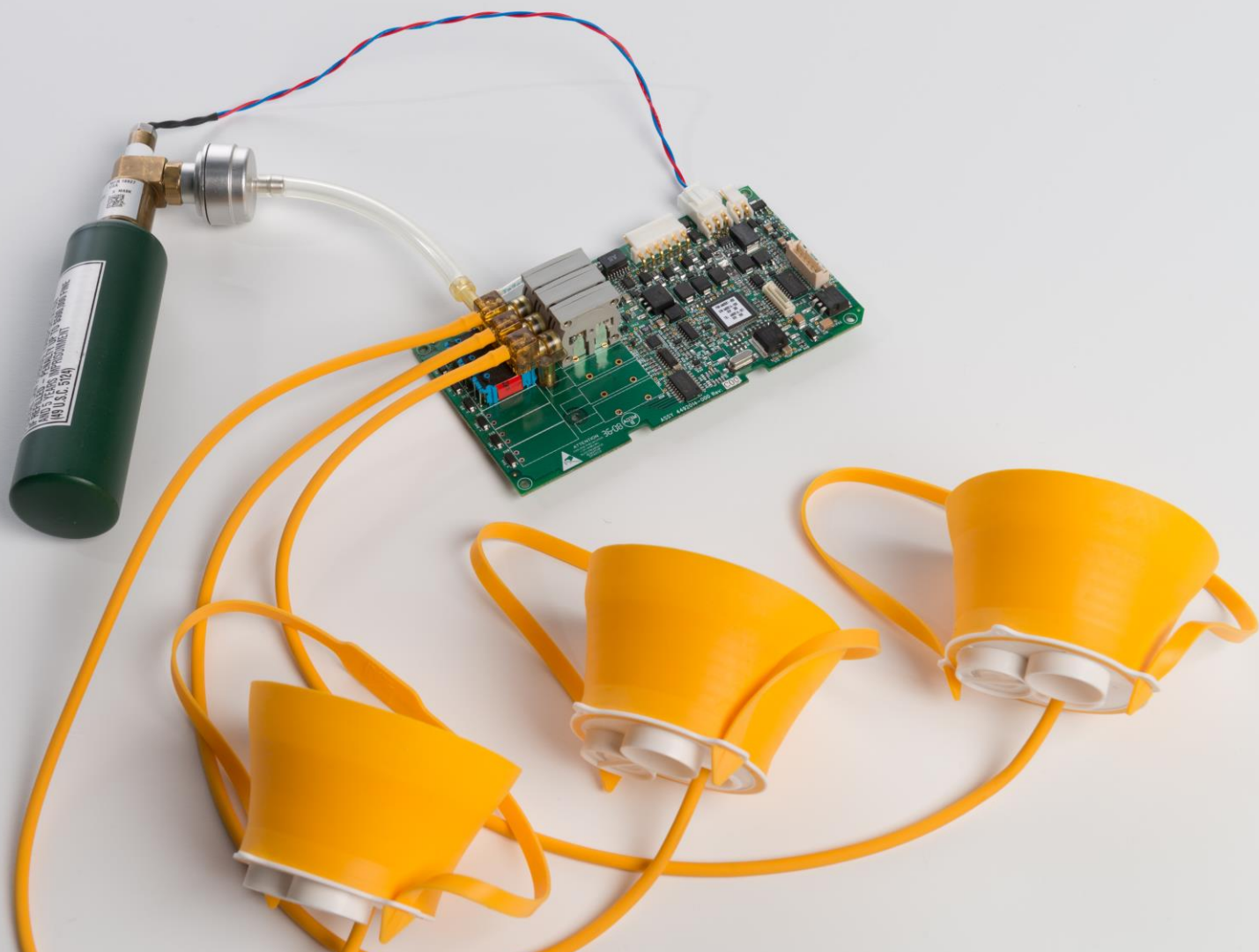
---

*Crisis, Emergency &  
Business Continuity Management*













## Exercise

- test the process and system
- refine from learnings
- build capability and competency



## Capability outcomes

- situational awareness
- environmental awareness
- mode awareness
- system awareness
- time horizon management



# Practice

- 4 full system exercises per year
- 2-3 tactical exercises or training/week
- aircraft, environmental, system failure
- natural disasters
- business continuity events



## KPI's

- participation across business
- media including social media
- liaison with agencies
- markets/regulators
- injects – deviations from script
- hot debrief
- review then publish



# Outcomes

- implement learnings
- refine processes
- publish exposition
- confirm resource requirement
- do it again...











## The learnings

- strong regulator
- close relationships
- risk based safety management
- well defined system
- well articulated processes
- embedded Just Culture
- tested system



Questions?

