Safety Management Summit
SMS - Brazil 2019

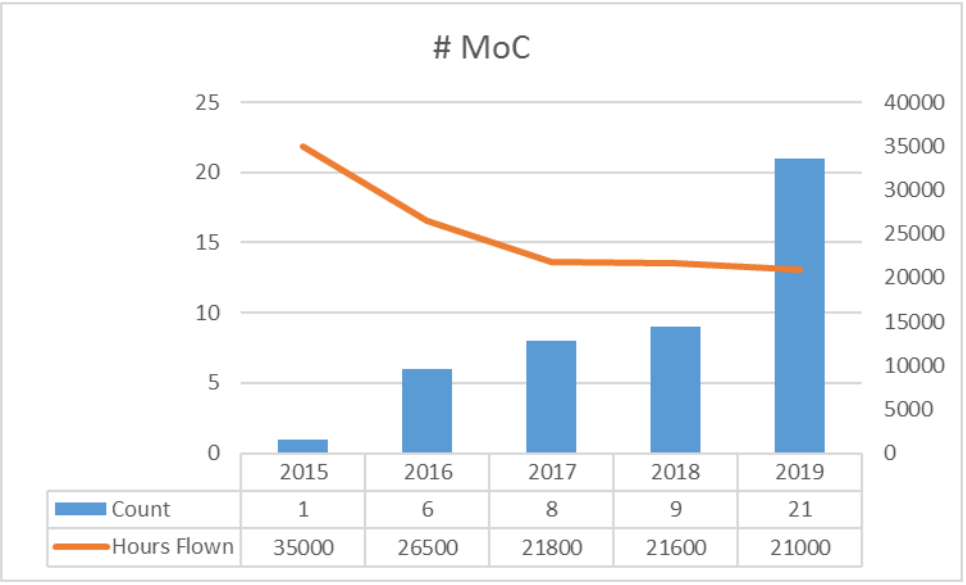
Management of Change

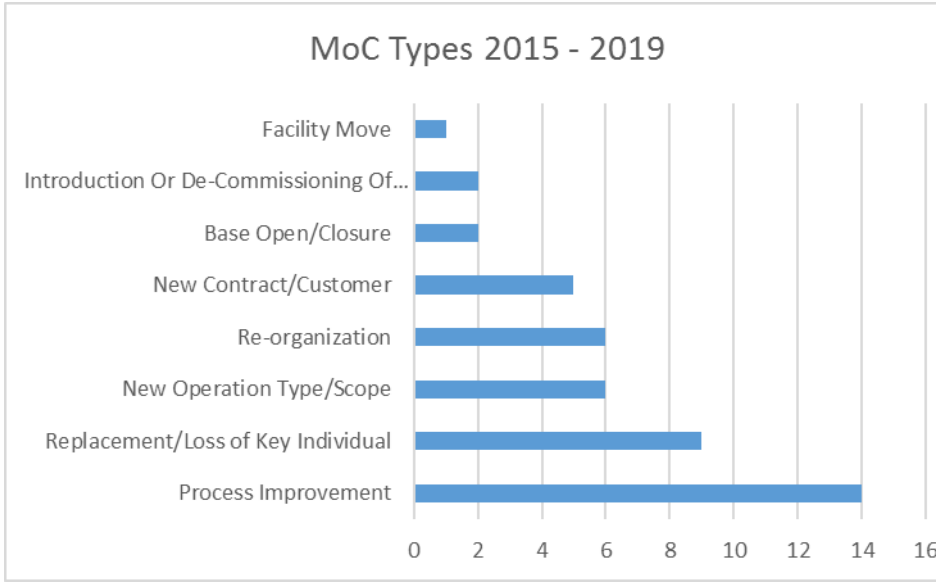
In Practice and Lessons

Departamento de Controle do Espaço Aéreo

ANAC AGÊNCIA NACIONAL DE AVIAÇÃO CIVIL

MOCs da CHC (data from: SQID System)





Non or Not Effective use of MoC Tool

- Change of Maintenance Control System (2012)
  - 5 days after the change we move back to old system
  - Intro one year later:
    - Involvement of additional stakeholders (frontline team) (LL*)
    - Introduction per acft types phased (LL*)

- Change in Staged Work Order process in Maintenance (2016)
  - 3 months after the change, old process was being used instead
  - Re-intro 3 months later with:
    - Involvement of additional stakeholders (LL*)
    - Additional monitoring Step post change (30-60 days) (LL*)

LL* = Lessons Learned

Non or Not Effective use of MoC Tool

- Base Demobilization Salvador (2014)
  - Losses with local services contracts termination delay
  - Assets transportation with missing items
  - Other fiscal issues
- Base Implementation (2014)
  - Actions post change not fully implemented
  - LL*: Use of SQID system to track actions (MoC Module)

MoC Facilities Change (Hangars) at Macaé

- Objective – Operational Hangar overnight, no impact to Customers
- Time Limitation
- Budget Constrain
- Smaller Space for same operation size
- RBAC 135 & 145 approvals
- Continuity of Operation in an acceptable level of Safety and compliance
- Return the Area to Airport Administration

Macaé Hangar

Old Hangar		New hangar
10,400 m2	Total area	1,300 m2
2,500 m2	Built area	1,270 m2
2	# arcft inside	3
8	# arcft outside	0 (pátio)

Other Cases - Success

- Increase in Cabo Frio Airport Operations due to Olympic Games and Jacarepagua Temporary Closure (2016)
  - New operators
  - Executive Aviation
- New Type Introduction – AW139 (2015)
  - 3 months deployment
- OFPS Introduction (2016)
  - 1 month working with old system
  - Constant Check for performance post change
- New Customer in an existent base (2017)
  - Introduction in 3 months
- Entity name Change (2017)
- Demobilization Uruguay Base (2016)

MOC Planner

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Instructions

This form shall be used to plan for any change implemented in the Company. It is intended to:

a. Prompt the initiator for any required approval or communication needed, to reduce any negative impact the change may bring
b. Identify any threats that may cause harm or inhibit success
c. Ensure a planned approach to the change

NOTE: Any deviation from a Company procedure, or action that is not covered by procedure, will require an MoCP to be completed and approval granted by the relevant department manager and safety and quality manager.

Part A – INITIATION - To be completed by originator

SQID Ref -
(to be completed by SQID administrator)

Change name:		Residual risk rating: (From section C-2)	
Change originator:		Department:	
Description of change:			
Objective of change:			
Is this part of another project? If yes, include details. ☐ **No** ☐ **Yes, this is part of the XXX Project.**			

MOC Planner

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Part B – STAKEHOLDERS

Who are the stakeholders for this change? Who does the change affect? Who needs to know? Who needs to approve the change? How will they be informed? Who is the change management team?
Use RACI below to help identify stakeholders.

- **Responsible:** The person who does the work to achieve the task. They have responsibility for getting the work done or the decision made. As a rule this is one person (i.e. base manager, senior base engineer, senior base pilot).
- **Accountable:** The person who is accountable for the correct and thorough completion of the task. This shall be one person and is often a manager. This is the role **Responsible** is accountable to, and approves their work. This person should be identified in section E.
- **Consulted:** The people who provide information for the project, and with whom there is two-way communication. This is usually several people, often subject matter experts such as S&Q, HR, or resources.
- **Informed:** The people who are kept informed about progress and with whom there is one-way communication. These are people who are affected by the outcome of the tasks and need to be kept up-to-date (i.e. base engineers, pilots, and customers).

Stakeholder Who will be affected?	**Impact** How will the change affect them? Do they need to approve? Add any tasks to the task manager.

MOC Planner

Part C – RISK ASSESSMENT

If we do this, what can go wrong? What can we do to stop that from happening?
Assess and identify associated risks with the change. If a high risk is identified, a formal risk assessment shall be completed before proceeding to the next step.

Consider **PEARS** - **P**eople, **E**nvironment, **A**ssets, **R**eputation or **S**ecurity

No.	**Identified risk / hazard** What can go wrong?	**Identified controls** What can we do to prevent that?	**Existing procedure?** If no, enter the control in the task manager.
1			☐
2			☐

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PART C.2 - OVERALL RISK

Apply the risk assessment matrix to the whole change, in accordance with the SMS procedures manual.

If the **residual risk rating** is 8 or above, a formal risk assessment shall be completed.

Preliminary risk rating (Before controls implemented)		
Severity S	**Likelihood L**	**Risk rating R**
Residual risk rating (After controls implemented)		
Severity S	**Likelihood L**	**Risk rating R**

Risk Assessment Matrix

Potential Consequences of the Incident						Likelihood				
						1	2	3	4	5
Rating	People	Environment	Assets	Reputation	Security	Unheard of in Industry	Heard of in Industry	Has happened in Company OR > once per year within Industry	Has happened at location OR > once per year in Company	Has happened > once per year at location
0	No Injury	Zero Effect	Zero Damage	Zero Impact	Zero Risk	0	0	0	0	0
1	Slight Injury	Slight Effect	Slight Damage	Slight Impact	Slight Risk	1	2	3	4	5
2	Minor Injury	Minor Effect	Minor Damage	Limited Impact	Limited Risk	2	4	6	8	10
3	Major Injury	Local Effect	Moderate Damage	Considerable Impact	Considerable Risk	3	6	9	12	15
4	Single Fatality	Major Effect	Major Damage	National Impact	Major Risk	4	8	12	16	20
5	Multiple Fatality	Massive Effect	Extensive Damage	International Impact	Extreme Risk	5	10	15	20	25

Part D – CONSIDERATIONS

Consider the following. Add all items with a 'Yes' to the task manager		
Considerations	**Yes**	**No**
Do any procedures need to be updated or written?	☐	☐
Is there any training required?	☐	☐
Is there any ongoing risk which requires an update to the safety case?	☐	☐
Does the ERP require update?	☐	☐
Are customer bridging documents needed?	☐	☐
Does this clash with any other projects?	☐	☐
Is any corporate approval required?	☐	☐
Are any codes or standards applicable to this change?	☐	☐
Is any Regulatory approval required?	☐	☐
Do any costs need to be approved?	☐	☐
Are there any relevant existing MoCs or risk assessments on SQID?	☐	☐
Is there any identified resistance anticipated?	☐	☐
	☐	☐
	☐	☐
	☐	☐

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Part E – TASK MANAGER

Allocate specific tasks and responsibility to meet MOC objectives. Separate task managers must be referenced here.				
No	**Task name and details**	**Status and comments**	**Responsible**	**Deadline**
1				
2				
3				
4				
5				
6				
7				

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Part F – AUTHORISATION

Does this change require approval? Consider the below departments before proceeding			
Department:	**Required?**	**Sign**	**Date**
Flight operations (Emerson Compasso)	☑		
Technical services	☐		
Maintenance	☐		
Human resources	☐		
Commercial	☐		
Information technology	☐		
Finance	☐		
Operations (LAM GOM)	☐		
Corporate	☐		
Heli-One	☐		
Safety and quality	☐		
Final signature will be from safety and quality who will ensure this MOCP is recorded in SQID.			

Part G – ACCEPTANCE

Acceptance of any residual risk remaining with a proposed change, shall be signed off in the following manner and in accordance with the CHC Company risk matrix levels of risk.

Risk	Authority
Intolerable	Regional director / accountable manager
Tolerable	Department manager
Low risk	Project lead

Acceptance by regional director / department manager / project lead

This MoCP has been reviewed by the appropriate responsible manager dependent on the risk level attached and any residual risk is accepted:

Name: **Position:** **Signature:**

Acceptance by safety and quality

This MoCP has been reviewed to determine it has been correctly completed and all aspects of the MoC process have been identified and addressed with any risks mitigated to as low as reasonably practicable.

Name: **Position:** **Signature:**

NOTE: Once MOCP form is complete and signed by all of the required stakeholders, please submit the signed copy to the SQID administrator

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Part H – SAFETY AND QUALITY USE ONLY

SECTION A: INITIATION
- ☐ Originator details correct
- ☐ Valid SQID title and reference number
- ☐ Risk rating carried forward
- ☐ Description and objectives correct

SECTION B: IDENTIFY STAKEHOLDERS
- ☐ Appropriate stakeholders provided
- ☐ Carried out in accordance with RACI principles
- ☐ Suitable stakeholder impact details

SECTION C: RISK ASSESSMENT
- ☐ Appropriate risks outlined
- ☐ Task manager reflects section C
- ☐ Appropriate controls identified
- ☐ Matrix used correctly

SECTION D: CONSIDERATIONS
- ☐ Any 'Yes' responses reflected within task manager

SECTION E: MOC TASK MANAGER
- ☐ All tasks correctly filled out (all columns)
- ☐ Valid deadlines
- ☐ Delegation to appropriate member

SECTION F: AUTHORIZATION OF CHANGE
- ☐ Appropriate approvals
- ☐ Signed and dated

SECTION G: ACCEPTANCE
- ☐ Accepted by responsible manager
- ☐ Copy returned to author
- ☐ Reviewed by S&Q

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Muito Obrigada!

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