

# Change Management in Cabin Safety

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**TURKISH  
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# Who are we?

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# Change Management

**"Nothing is so painful to the human mind as a great and sudden change."**

— Mary Wollstonecraft Shelley,

**"You cannot change what you are, only what you do."**

— Philip Pullman,

**"Change, like healing, takes time."**

— Veronica Roth, Allegiant

**"Our ability to adapt is amazing. Our ability to change isn't quite as spectacular."**

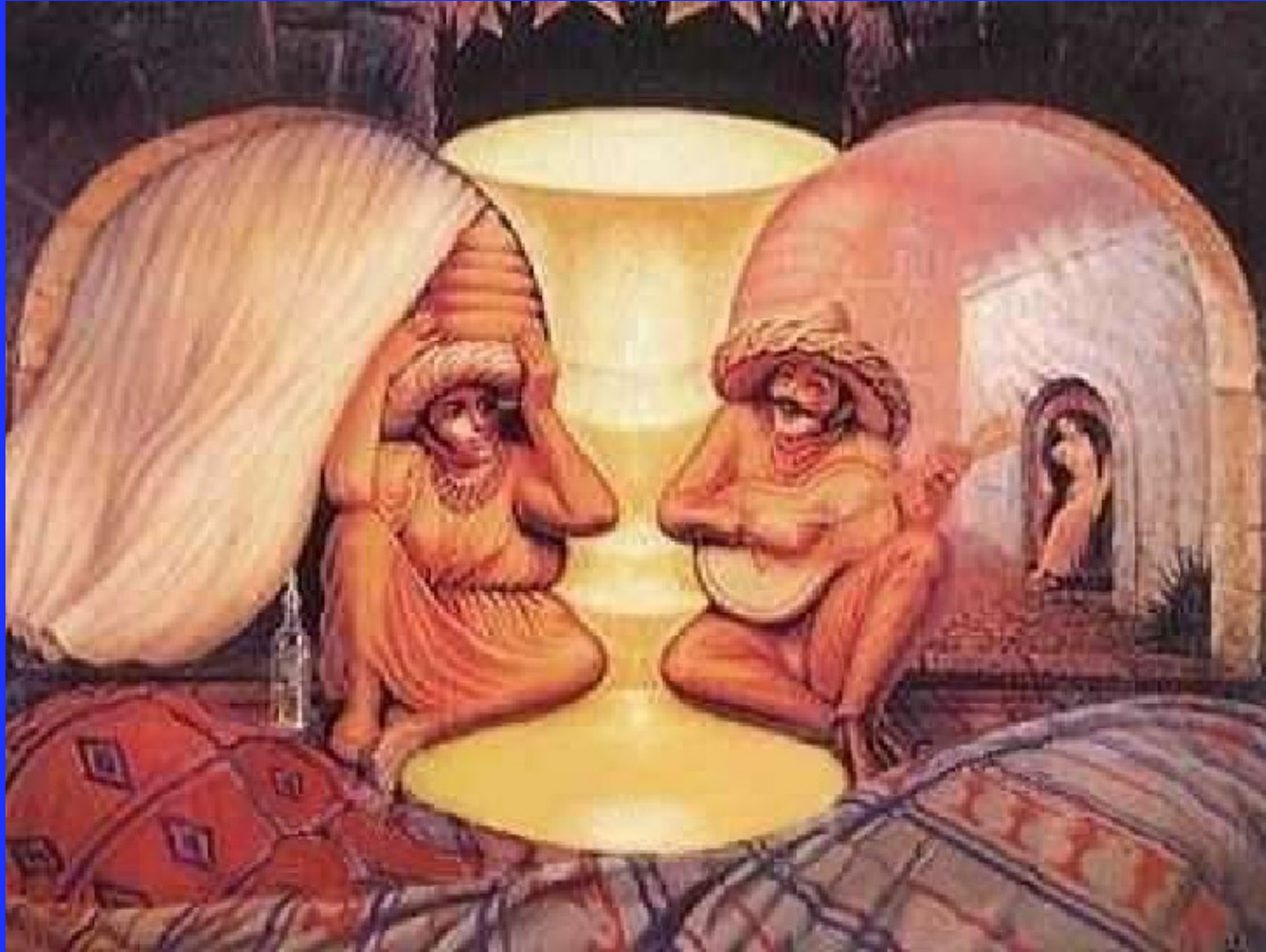
— Lisa Lutz, The Spellmans Strike Again

**"Changing is what people do when they have no options left."**

— Holly Black, Red Glove



# Can change be a good thing?



# Objectives of this workshop

- To recognize when to use change management processes.
- To recognize why some changes might fail.
- To understand the change management plan within an overall SMS.
- To recognize different communication strategies within change management.
- To identify how to measure success of the change management process.





# What changes in Cabin Safety?

In your groups:

- List as many changes you can think of which may affect cabin safety, and explain how.



# Results

- Changes are endless.
- Clear definition of these changes is necessary in order to move to the next stage.

What makes some changes fail?





# Case study

An airline introduced a new premium cabin service initiative. This included:

- 1) Changing wine glasses from a slim glass to a wide topped “coupe” glass
- 2) Introducing over-arm wine carriers for cabin crew to deliver more options of wine
- 3) Removing tray set ups and replacing with individual place settings
- 4) Removing trolley services from the cabin with everything delivered by hand
- 5) A “turn down service” for passengers’ beds to be made up by cabin crew
- 6) A reduction of cabin crew complement by one

Within approximately one year of the start of the service, the majority of changes had reverted to as they were before.

# Case study - results

- Changing wine glasses resulted in less stowage space, and more cabin crew movements to and from the galleys when serving. The wide topped glass was more prone to spillage during turbulence.
- Requiring cabin crew to carry more wine bottles resulted in more potential for strain injuries
- Individual place settings required more cabin crew movements and an inconsistent delivery to the place settings.
- With more crew movements, a turn down service could not be offered at the right time
- Reducing cabin crew complement was not seen favorably by cabin crew workforce alongside the increase in cabin crew movements required by service changes.

# Why Changes Fail

- Unclear scope
- Poor risk assessments
- Poor communication
- Leader (all levels) talk to the talk but don't walk the walk
- Unrealistic Change
- Mismatch of organisational culture
- Do not address the reason for the Change
- Limited resources
- Not the right stakeholder/project team members
- Lack of measurements

*You may have the best idea in the world (10/10), however, if you only have 1/10 supporting it is only 10% effective when implemented.*

**For change to be successful you must find a way to overcome many challenges**



# How do you manage change?



← **Safety Management System** →

# Planning and defining

- Clear objectives
- Stakeholder engagement – all levels of the engagement and cross divisions
- Understanding of the milestones

**SMS – visibility of the plan, category of change, who owns the change at Safety Meetings, level of risk to the business**



# EXAMPLE OF A CHANGE MANAGEMENT DOCUMENT

|  |  |  |
|--|--|--|
| 1. OVERVIEW OF CHANGE  |  |  |
| If change is being managed via EPM, complete only Section 1 unless otherwise preferred and record Project ID here [Click here]   |  |  |
| CMP TITLE  | [Title]  |  |
| CHANGE CATEGORY  | [Choose a category] <small>Note: If change is Category C, complete Section 1 only, unless otherwise elected e.g. when the CMP is utilised to record Peer Review at Section 2.</small>                                    |  |
| REQUESTED BY   | [Name]   |  |
| CHANGE OWNER   | [Name]<br>[Position Title]   |  |
| DIVISIONAL OWNER   | [Choose an Item]   |  |
| APPROVAL   | [Name]<br>[Position Title]   |  |
|  | [Click here to enter a date]   | Signature or source of approval doc/ref:                 |
|  |  |  |
| ISSUE  | [Choose an issue]  | [Click here to enter a date]                             |
| STATUS   | [Choose a category]  |  |
| REASON FOR CHANGE/OBJECTIVES   | [Click Here]   |  |
| CHANGE IMPACT CATEGORY   | [Choose a Category]  |  |
| GO-LIVE DATE   | [Click here to enter a date]   |  |
| AOC/MRO ENTITY   | <input type="checkbox"/> VAA <input type="checkbox"/> VAI <input type="checkbox"/> VARA <input type="checkbox"/> VAAM <input type="checkbox"/> TT <input type="checkbox"/> All   |  |
| FLEET  | <input type="checkbox"/> B737 <input type="checkbox"/> A330 <input type="checkbox"/> B777 <input type="checkbox"/> A320 <input type="checkbox"/> F100 <input type="checkbox"/> ATR <input type="checkbox"/> [Other Type] |  |
| RISK REGISTERED IN INTELEX   | <input type="checkbox"/> Yes [Risk Assessment #] / <input type="checkbox"/> In Progress / <input type="checkbox"/> No  |  |
| <small>NOTE: Identify risks prior to 1 year (18 months) prior to part of initial proposal.</small>   |  |  |
| IS THIS CHANGE MANAGEMENT PLAN SUBJECT TO A NON-DISCLOSURE AGREEMENT?  | <input type="checkbox"/> Yes <input type="checkbox"/> No   |  |
| IS THIS CHANGE MANAGEMENT PLAN LINKED TO AN EXISTING PROJECT/CHANGE?   | <input type="checkbox"/> Yes <input type="checkbox"/> No<br>IF YES, DETAILS: [Click Here]  |  |
| ARE THERE AOC VARIATIONS OR ANY OTHER COMPLIANCE ISSUES?   | <input type="checkbox"/> Yes <input type="checkbox"/> No<br>IF YES, DETAILS: [Click Here]  |  |
| DOES THIS CHANGE IMPACT ANY CONTROLLED DOCUMENTS?  | IF YES, HAS THIS CHANGE BEEN HARMONISED?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| <small>A review of the Intended change must be carried out to determine what impact it may have on other departments. If you find that another department may be affected by the change, or if you are in any doubt, you MUST make contact with the affected department.</small> | IF YES, LIST AFFECTED DOCUMENTS:<br>[Click Here]   |  |
| IF YES, DETAILS: [Click Here]  |  |  |





## 2. IMPACT OF CHANGE

| IDENTIFIED STAKEHOLDERS                                     | INFLUENTIAL STAKEHOLDERS OVERSEEING CHANGE INITIATIVE AND DATE WHEN NOTIFIED. *NOTE: Date is optional.  | PEER REVIEW*<br>*NOTE: Optional as some divisions manage this separately.                              |
|---|---|--|
|   | [Position Title] [Enter Notification Date]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | [Position Title] [Enter Notification Date]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | [Position Title] [Enter Notification Date]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | [Position Title] [Enter Notification Date]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | [Position Title] [Enter Notification Date]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | [Position Title] [Enter Notification Date]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | <b>DIRECT STAKEHOLDERS INVOLVED WITH THE CHANGE INITIATIVE AND DATE WHEN NOTIFIED. *NOTE: Date is optional. (Includes impacted divisions)</b> | <b>PEER REVIEW*</b><br>*NOTE: Optional as some divisions manage this separately.                       |
|   | [Position Title] [Enter Notification Date]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | [Position Title] [Enter Notification Date]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | [Position Title] [Enter Notification Date]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | [Position Title] [Enter Notification Date]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | [Position Title] [Enter Notification Date]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
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|   | [Position Title] [Enter Notification Date]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | [Position Title] [Enter Notification Date]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | [Position Title] [Enter Notification Date]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | <b>INDIRECT STAKEHOLDERS PARTLY INVOLVED WITH THE CHANGE INITIATIVE</b>   | <b>PEER REVIEW*</b><br>*NOTE: Optional as some divisions manage this separately.                       |
|   | [Position Title]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | [Position Title]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | [Position Title]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
|   | [Position Title]  | <input type="checkbox"/> Supported <input type="checkbox"/> Not Supported [Click here to enter a date] |
| <b>SUPPORTING DOCUMENTATION</b><br>(Please list and attach) | [Click Here]  |  |
|   | [Click Here]  |  |

Define  
(Plan)

Impacts  
(Risk  
assessment)

Communication  
strategy

Implementation

Monitoring



# Case Study 2

An airline change their door arming procedure from commencing on push back to occur after door closure. This change was for B737, A330 and B777 aircraft types.

- Objective – to reduce the time it takes for cabin crew to complete their safety demonstration and secure the cabin thus reducing taxi time
- Approval – Fuel Management Team
- Risk – hazards were not then reviewed by accountable managers or safety
- Communication – Flight and cabin crew received a 3 page brief. Ground staff received 3 lines.

# Case Study 2 - results

**Within 3 months there was a direction to roll back the procedure on B737 operations after several attempts to open the door when armed**

- Risk review and impact analysis did not consider:
  - difference in door operation for B737 vs doors that automatically disarm
  - frequency door required to be re-opened
  - current risk profile with ground contractor
  - hazard this now presented to ground staff
- Communication strategy
  - did not mitigate the hazards
- Approval General Managers from the effected operational divisions were not required to approve the change

# Ex 1 – Defining and planning

*Scenario: Your airline has merged with another older and more established airline. Your fleets and cabin crew will be merged completely, all operating under the same procedures.*

Determine an outline of a change management plan, including:

- WHAT - Changes will need to be made
- WHO - Stakeholders affected
- WHEN – Timescales proposed



# Ex 2 – Assessing the impact of change

*Scenario: Your airline has merged with another older and more established airline. Your fleets and cabin crew will be merged completely, all operating under the same procedures.*

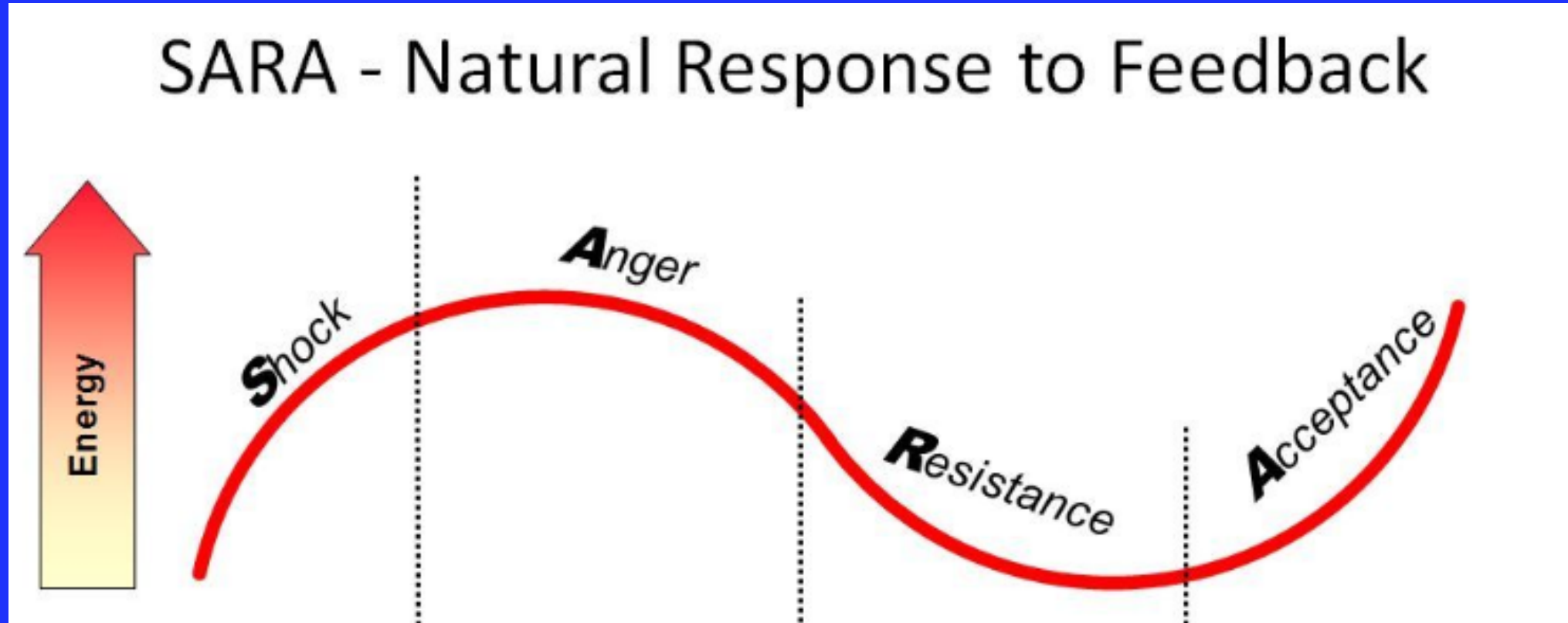
What risks can you identify which might need careful attention?

Use the risk assessment process to identify the hazards, associated risk and prioritized risk rating.

| Hazard                   | Consequence       | Potential mitigations |
|--------------------------|-------------------|-----------------------|
| Differing terminology    | CRM confusion     | Retraining            |
| Differing crew seniority | Industrial unrest | Negotiation           |
|                          |                   |                       |



# COMMUNICATION



Information and  
communication

Emotional  
Support and  
Guidance

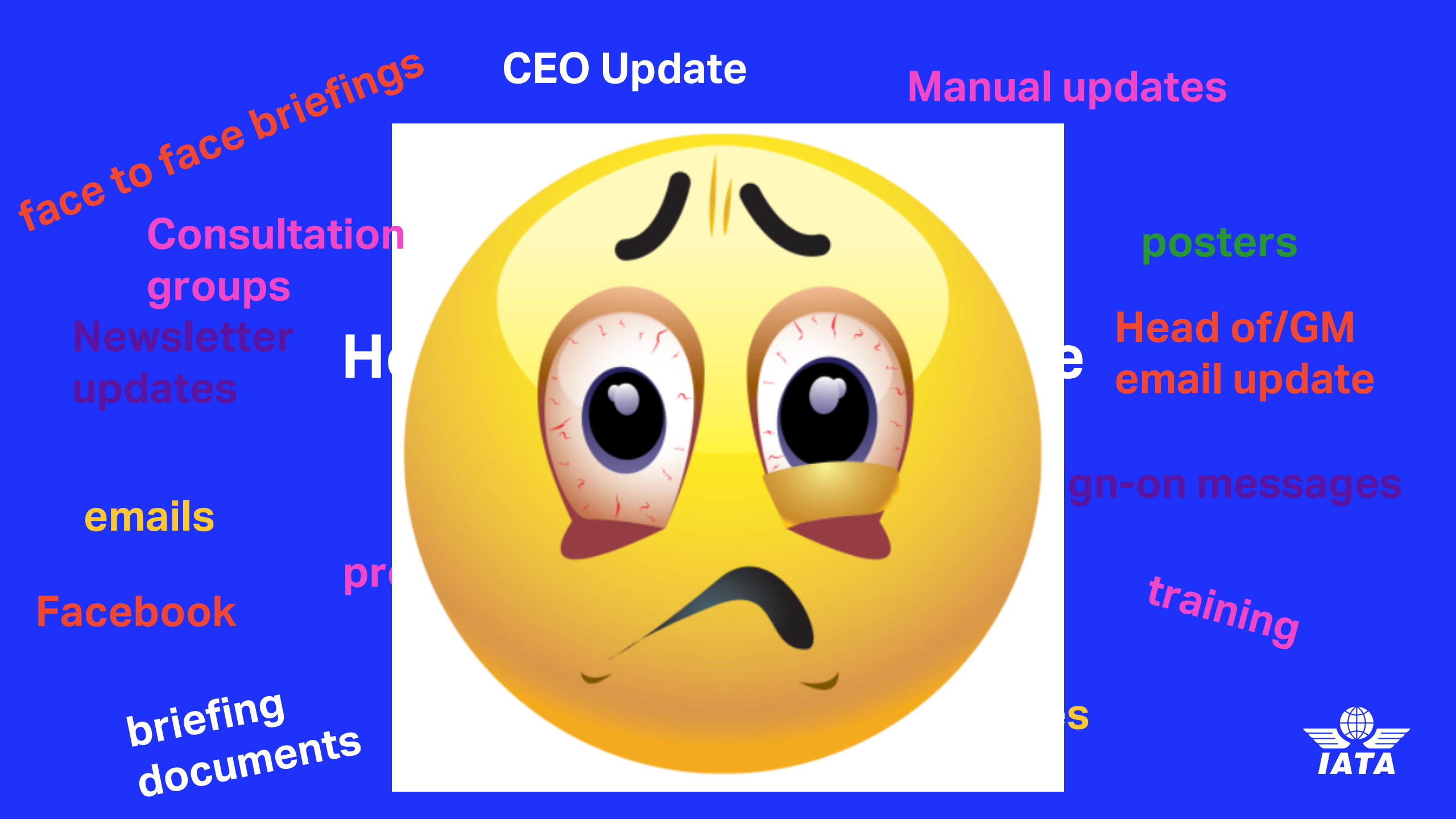
Direction



# Preparing communication

- The methods used to communicate the change may vary according to the impact and audience.
- In some cases, formal training may be required to implement the change.
- Strategy needs to consider the timeline for how the communication will be incrementally communicated. What messages will lead, when will the detail be issued....





# COMMUNICATION

- Different operating styles impacts how their preferred communication type:
  - *Connectors*
  - *Detailers*
  - *Humanists*
  - *Driver*
  - *Moderator*
  - *Creator*

# Ex 3 – Communication strategy

*Scenario: Your airline has merged with another older and more established airline.*

*Your fleets and cabin crew will be merged completely, all operating under the same procedures.*

- What is your communication strategy for this scenario?
- What messages will you release and when?
- How will you ensure that the message is received positively?
- How will you overcome the cultural differences between the two airlines?
- What will you avoid?



# Ex 4 – Implementation

*Scenario: Your airline has merged with another older and more established airline. Your fleets and cabin crew will be merged completely, all operating under the same procedures.*

- What training might be needed and by whom?
- What support might be necessary while the change is made?
- How long would support be necessary?
- When should you review the risk assessments relating to this change?
- What criteria should be used to determine that the implementation phase completed for this change?



# Ex 5 – Monitoring

*Scenario: Your airline has merged with another older and more established airline. Your fleets and cabin crew will be merged completely, all operating under the same procedures.*

- How will you monitor this change?
- Where will you look for data?
- Who will provide data?
- Give an example of a Safety Performance Indicator which could be used to demonstrate success (or failure)





# Recap



← **Safety Management System** →

# Summary - Effective Change Management

The key function of change management is to take a systematic and process approach to managing change. This approach:

- Ensures consistent outcomes
- Reduces risk (embeds the need for risk assessments)
- Streamlines approach
- Links change to continuous improvement
- Ensures completion through follow up
- Builds corporate knowledge (links to lessons learned)

# Change it to a positive

**“Change your thoughts and you change your world”**

— Norman Vincent Peale



# Thank you

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