Change Management in Cabin Safety

Lisa Mounce
Sr. Analyst Regulatory Procedures, American Airlines

Sophie O’Ferrall
Manager Cabin Standards and Quality, Virgin Australia
Who are we?

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Sr. Analyst Regulatory Procedures,
American Airlines

Sophie O’Ferrall
Manager Cabin Standards and Quality,
Virgin Australia
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?

Define (Plan)  Impacts (Risk assessment)  Communication strategy  Implementation  Monitoring

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

<table>
<thead>
<tr>
<th>1. OVERVIEW OF CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan</td>
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</table>

#### Define (Plan)
- Impacts (Risk assessment)
- Communication strategy

#### Implementation
- Monitoring

**Table:**

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
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<tbody>
<tr>
<td>Overview</td>
<td>Overview of change management process</td>
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<tr>
<td>Plan</td>
<td>Plan for managing the change</td>
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<tr>
<td>Impacts</td>
<td>Impacts assessment for the change</td>
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<tr>
<td>Communication strategy</td>
<td>Strategy for communicating the change</td>
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<tr>
<td>Implementation</td>
<td>Implementation details for the change</td>
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<tr>
<td>Monitoring</td>
<td>Monitoring plan for the change</td>
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</table>

**Fields:**
- Title
- Change Category
- Change Owner
- Approval
- Status
- Reason for change
- Change Impact Category
- Go-Live Date
- Risk Identified
- Risk Registration in Intel
- Is this change management plan subject to a non-disclosure agreement?
- Are there any variations or any other compliance issues?
- Does this change impact any controlled document?

**Additional Notes:**
- 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 contact the affected department.
## Impact of Change

### Identified Stakeholders

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<tr>
<th>Stakeholder</th>
<th>Define (Plan)</th>
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### Direct Stakeholders Involved with the Change Initiative and Date

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### Indirect Stakeholders Partly Involved with the Change Initiative

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**IATA**

**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.

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Consequence</th>
<th>Potential mitigations</th>
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<tbody>
<tr>
<td>Differing terminology</td>
<td>CRM confusion</td>
<td>Retraining</td>
</tr>
<tr>
<td>Differing crew seniority</td>
<td>Industrial unrest</td>
<td>Negotiation</td>
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Define (Plan)  
Impacts (Risk assessment)  
Communication strategy  
Implementation  
Monitoring
COMMUNICATION

SARA - Natural Response to Feedback

Shock, Anger, Resistance, Acceptance

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....
How do you communicate change?

- Face to face briefings
- Manual updates
- Posters
- Emails
- Briefing documents
- Sign-on messages
- Consultation groups
- Newsletter updates
- Facebook
- CEO Update
- Head of/GM email update
- Operational notices
- Pre-flight briefings
- Videos
- Training
- Newsletter updates
- Briefing documents
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?
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

Define (Plan)
- Identify scope of change
- Identify stakeholders
- Identify timelines

Impacts (Risk assessment)
- Use Risk Assessment processes
- Minimize impact where possible

Communication strategy
- Positive words
- Aim at the correct audience
- Highlight positives
- Acknowledge potential negatives
- Adapt to culture

Implementation
- Training
- Ongoing support
- Review Risks and mitigations regularly

Monitoring
- Safety reports
- Audits and inspections
- Feedback
- Filter “Industrial Noise”
- Intervene when necessary

Safety Management System
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

Lisa Mounce
Lisa.mounce@aa.com

Sophie O’Ferrall
sophie.oferrall@virginaustralia.com

www.iata.org