

RMSS CASE STUDY

Qantas

RMSS provides Qantas with a robust enterprise risk management solution replacing its manual and paper-based risk management systems.



Organisation

Qantas Airways Limited
www.qantas.com.au

Location

Head Office: Sydney, Australia
Offices internationally

Business

Qantas is the national airline of Australia and is widely regarded as the world's leading long distance airline.

Subsidiaries

QantasLink, Jetstar Airways, Jetconnect, Network Aviation, Qantas Freight, Qantas Defence Services, Qantas Holidays, Express Ground Handling, QCatering.

Destinations

20 domestic, 21 international

Fleet Size

140

Employees

35000+ internationally

Annual revenue 2010

AUD13.772Billion

About Qantas

Qantas was founded in the Queensland outback in 1920. Registered originally as the Queensland and Northern Territory Aerial Services Limited (QANTAS), they have built a reputation for excellence in safety, operational reliability, engineering and maintenance, and customer service.

Today, Qantas is widely regarded as the world's leading long distance airline and one of the strongest brands in Australia.

Qantas' safety reputation and commitment to world's best safety practice and reporting is recognised worldwide, and safety is at the core of all Group activities.

Key Business Challenges facing Qantas

As the gateway for air travel in Victoria, Melbourne Airport is a 24 hour operation. Qantas' Airport Services division operates a shift environment, consisting of over 1000 staff in both "above the wing" (Customer Service and Lounges) and "below the wing" (Baggage Handling and Fleet Presentation), as well as administrative functions like Human Resources, Management, Business Development, IT, and the Safety division.

Running such a large scale operation, both in terms of staff numbers and diversity of tasks, in a 24 hour environment, means exposure to many safety management challenges for Qantas Airways.

When Brian Smith joined Qantas as Airport Services Safety Manager for Victoria, Tasmania, South Australia and Northern Territory, he inherited a paper-based system with Microsoft Excel spreadsheets and Access databases. Whilst these in-house paper-based systems were capturing safety data, they were extremely complex and unintuitive.

Performing every-day tasks, such as audits and inspections, or tracking and monitoring corrective actions, was a huge drain on resources for the safety department and there was very little capacity to track accountability.

"Everything we did in terms of monitoring, recording hazards, risks, notifications, and audits, was all paper-based. It was a massive administrative burden on the safety department, as the excel spreadsheets got bigger and bigger. The more data we put into our Access database, the slower and more unreliable it got."

It became essential to implement an enterprise-class safety management system to reduce time and expenditure and increase accountability and tracking. An additional driving force behind the decision was Qantas Airways objective to remain a self-insured business.

"One of the reasons we were able to mount a successful business case was the fact that we are a self-insurer and the regulators were looking to us to have a robust safety management system in place. We absolutely knew that to continue with Excel spreadsheets didn't demonstrate a robust safety management system, so one of the key driving factors was that we could fail our next self insurance audit without this in place."

The Solution

Qantas completed an exhaustive selection process in late 2008 and selected RMSS. Initial discovery sessions were held on-site in Melbourne, and the RMSS implementation team were able to gain a detailed understanding of the Qantas business requirements. The wizard-driven customisation tools meant that Qantas Airways was provided with a polished product to fit their exact requirements, existing processes, and in-house terminology.

"It was a painless rollout process and I would suspect that that's because of the intuitive nature of the program – people didn't get lost in it. Once it was explained to them once or twice they were able to use the system easily."

By March 2009, Qantas Airways had their safety management system up and running and initially, Brian said, staff were simply inputting the data into the system.

Eventually, though, because of the ease of use of the RMSS solution, Brian was finding that business supervisors were able to schedule their own audits, record all the data, and perform or allocate any corrective actions themselves. This has been a huge benefit to the Safety Department, says Brian.

"It's freed us up to get back out into the workplace so we're not just chained to a computer and paper shuffling anymore, we're getting out and doing things, and we've now got this great repository of all of our work and management. By driving accountability back into the business, Managers are more compliant, and actions are constantly tracked and monitored. The Safety Department are able get back to a governance role, overseeing the whole process."

Benefits

Having now had a robust safety management system in place since March 2009, Qantas' Safety Department has seen a huge improvement in terms of fewer incidents and hazards.

"We went from a spreadsheet that had 300+ open hazards on it to currently tracking 20 outstanding hazards. There's been a huge improvement in terms of injury reduction as a result of knowing where to target intervention programs. Within 6 months of implementing RMSS Suite, we started to collect more evidence and we were able to mine a greater repository of information - I think we've got about three or four thousand audits in there now, and a hundred to 200 hazards – and that's when we really start to realise the benefits of the tool."



Prior to implementing the RMSS system, Brian's team was finding that they weren't able to track accountability, simply due to the large volume of data, the unintuitive nature of their excel and access databases, and with the sheer amount of time that was consumed by having the safety department perform all functions.

"By having all the auditing ability now in RMSS, all we do now is schedule audits, and that schedule is sent out to the business. The responsible personnel log into the system, complete the audit, typing the data directly into the system, then allocate corrective actions to other colleagues or to themselves. When the safety department logs into the system, they are able to see the fact that the audit's been entered, see who's been allocated actions, and then track it."

Having the RMSS system in place has also greatly assisted with decision making on where to spend money to reduce incidents and injuries. Previously, the Safety Department found it very difficult to pinpoint the core factors that were leading to injuries.

"Now, we know what the root cause is and we can make decisions on how to address it. You need the facts and data to support your argument, so that's the other power of the tool. When people ask me how is your RMSS database going, I say it's not a database - it's a management tool."

A core value of the RMSS system is the ability to drive accountability in the business, By getting the business to input into the system, and following up with corrective actions, the safety department was able to take a "helicopter" view of the overall safety position of the business, and have visibility of key safety issues. This has been a huge cost saving to Qantas, both in terms of resource saving and in terms of getting it right when it came to targeted safety programs.

"The RMSS solution gave us the facts and data to support programs that we then put in place which then resulted in injury reductions. The benefit has been that we have not wasted money; we've been able to put money into programs that have worked, and the reason that we've put money into those programs is because the facts and data supported those areas of concern."

Lastly and very significantly, Qantas also retained their self insurance status. *"When WorkSafe audited us in November/December 2009, we were able to demonstrate a system that had been in place for over 6 months and we were able to show not only that we had a repository of hazards and risks but we had a management system in place through which we were able to allocate responsibility to people, track and follow up with emails and monitor corrective actions out of audits and occurrences. We got a very favourable comment in our self insurance audit report saying they were very impressed with the system."*

For More Information

To find out more about RMSS' software solutions please contact us:

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