

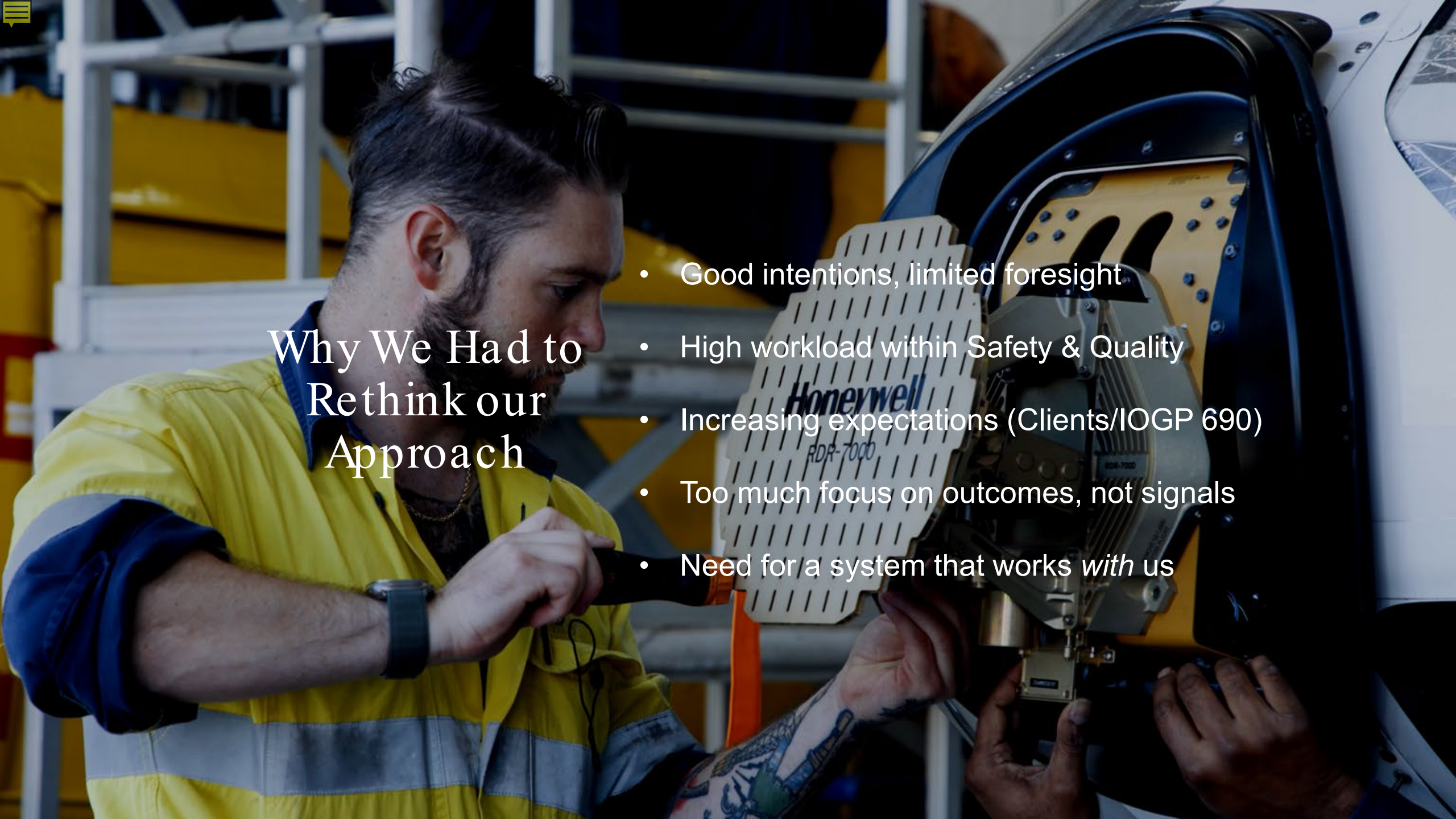
An aerial photograph of a yellow Pacific Helicopters helicopter with blue and white striped rotors, landing on a rocky riverbank. A waterfall cascades down a rocky cliff in the background, surrounded by lush green vegetation.

From Reactive to Proactive Evolving our Safety and Quality System

Presented by
Stephen Kamp
28 May 2026

PACIFIC
HELICOPTERS

A red and white graphic element of the Pacific Helicopters logo, consisting of a stylized 'K' or 'Y' shape.

A man with a beard and tattoos, wearing a yellow high-visibility shirt, is working on an aircraft engine. He is using a large, white, perforated tool labeled "Honewell RDR-7000". The background shows a yellow structure, possibly part of the aircraft or a maintenance stand.

Why We Had to Rethink our Approach

- Good intentions, limited foresight
- High workload within Safety & Quality
- Increasing expectations (Clients/IOGP 690)
- Too much focus on outcomes, not signals
- Need for a system that works *with us*



Characteristics of our Previous State

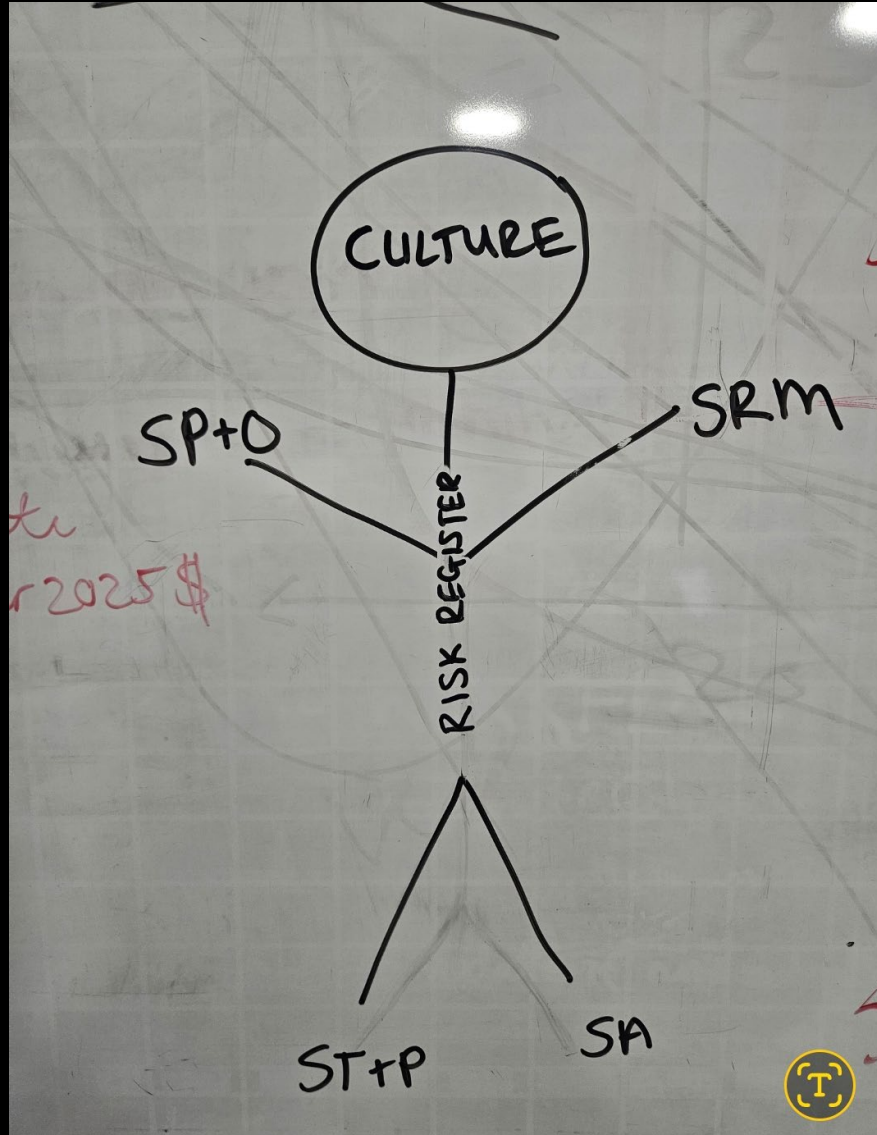
- In a reactive model, activity is triggered by something going wrong.
- Legacy, manual systems
- Duplication of effort
- Limited data analysis and trend visibility
- Static Hazard & Risk Register
- Difficulty meeting the intent of IOGP 690



Changing the Questions We Ask

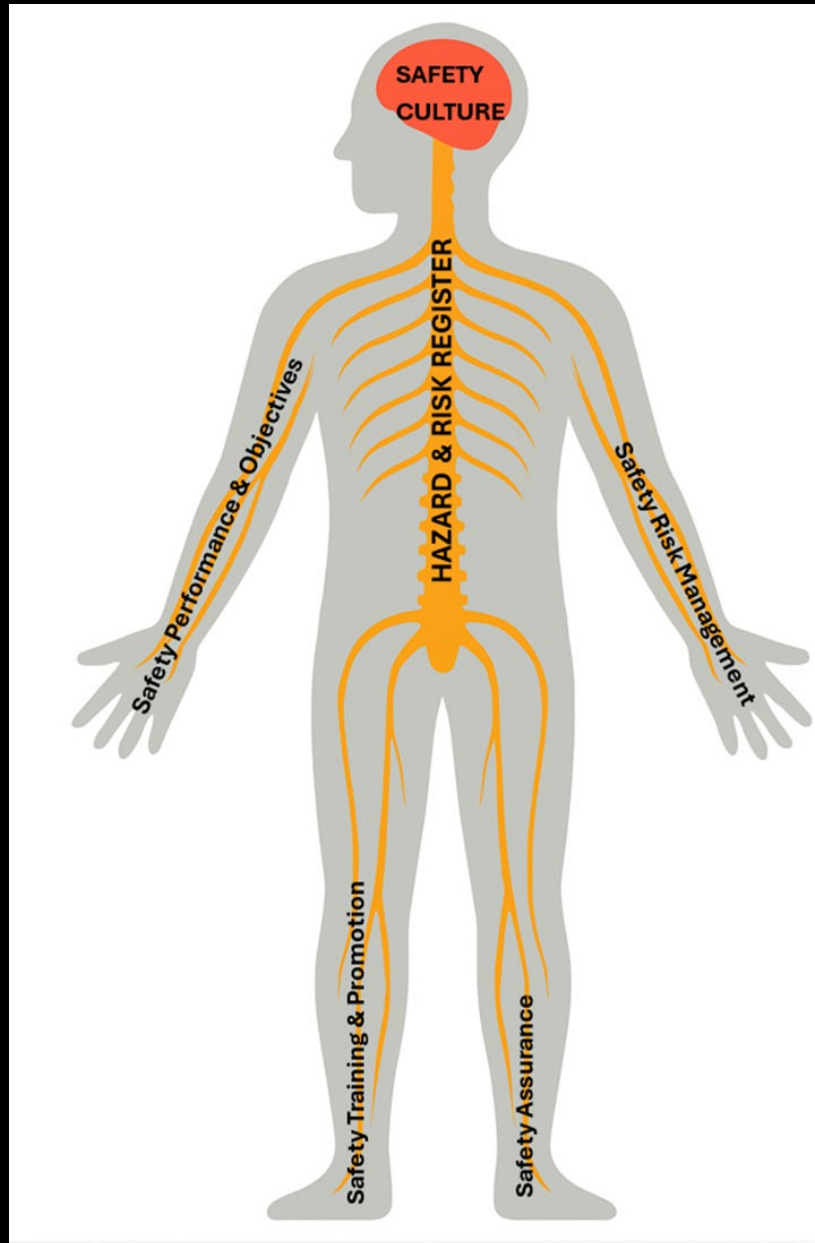
- The biggest change wasn't procedural
 - it was philosophical. We stopped asking only "What happened?" and started asking "What is emerging?"
- First IOGP 690 audit: 2022
- Findings increased year on year
- Focus on compliance, not anticipation
- Moment of clarity in 2024

RISK IS A LIVING SYSTEM



Nervous System Concept courtesy of Adam Price-
Air Safety Navigators

RISK IS A LIVING SYSTEM



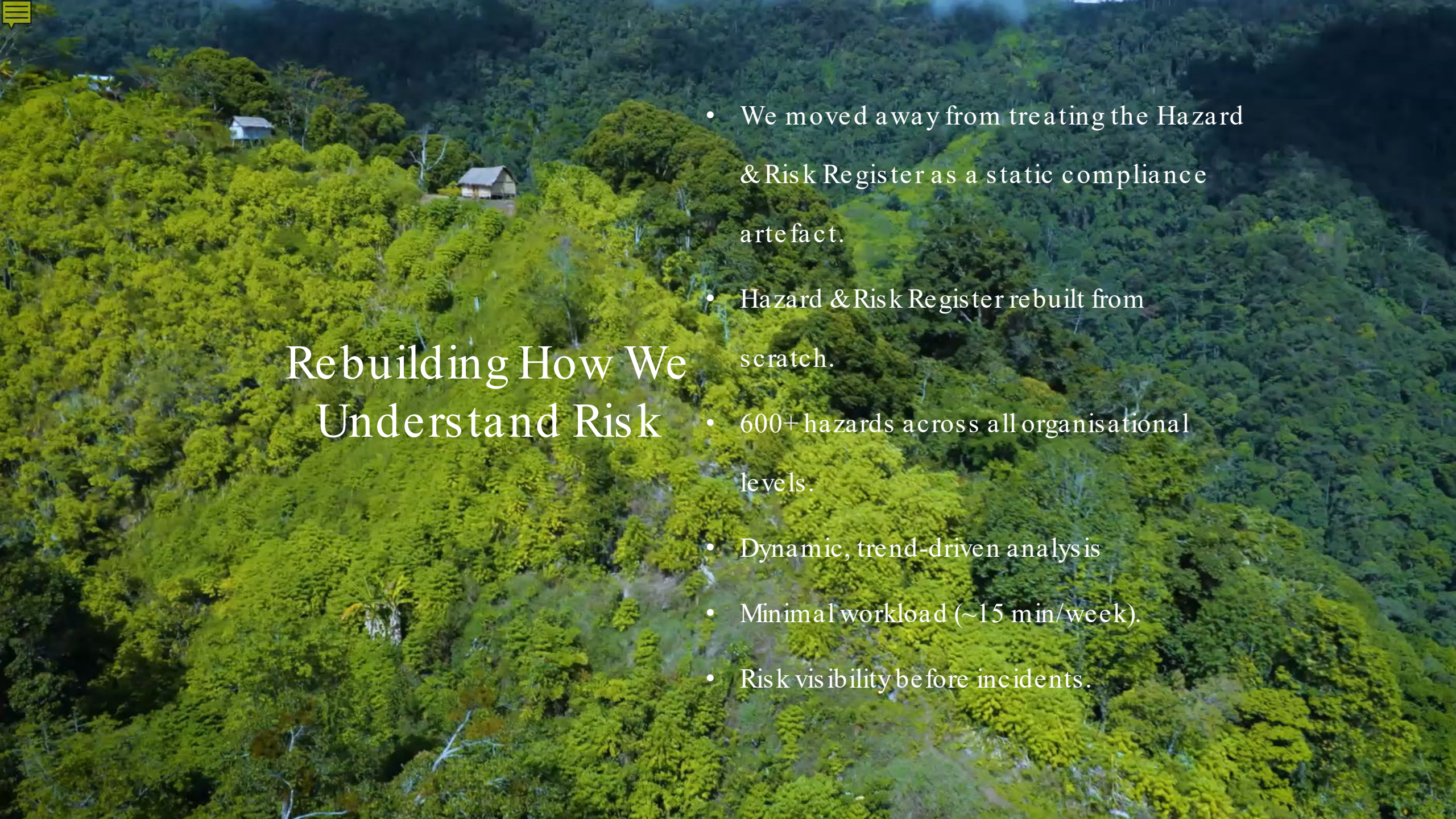
Redesigned by Hayley Whiteing and Adam Price



- The goal was simple: identify where an occurrence is likely to happen, before it happens.

From Intent to Structure

- Proactivity requires system design
- Data before events
- Escalation before harm
- Clear links between data, risk and decisions



Rebuilding How We Understand Risk

- We moved away from treating the Hazard & Risk Register as a static compliance artefact.
- Hazard & Risk Register rebuilt from scratch.
- 600+ hazards across all organisational levels.
- Dynamic, trend-driven analysis
- Minimal workload (~15 min/week).
- Risk visibility before incidents.

A man in a blue work shirt is focused on working on a mechanical component. He is using a tool, possibly a screwdriver or a small wrench, to adjust or assemble the part. The component is mounted on a white plastic base with several circular holes. The background is a blurred industrial setting with yellow overhead cranes and various equipment. The overall tone is professional and industrial.

Escalating Risk, Not Incidents

- When trend data, repeated reporting, or audit outcomes indicate increasing residual risk, escalation is mandatory - not optional.
- Data-driven escalation triggers
- Trends, audits, and change drive action
- Executive visibility for high-risk hazards
- Risk ownership at the right level
- Earlier, better-informed decisions



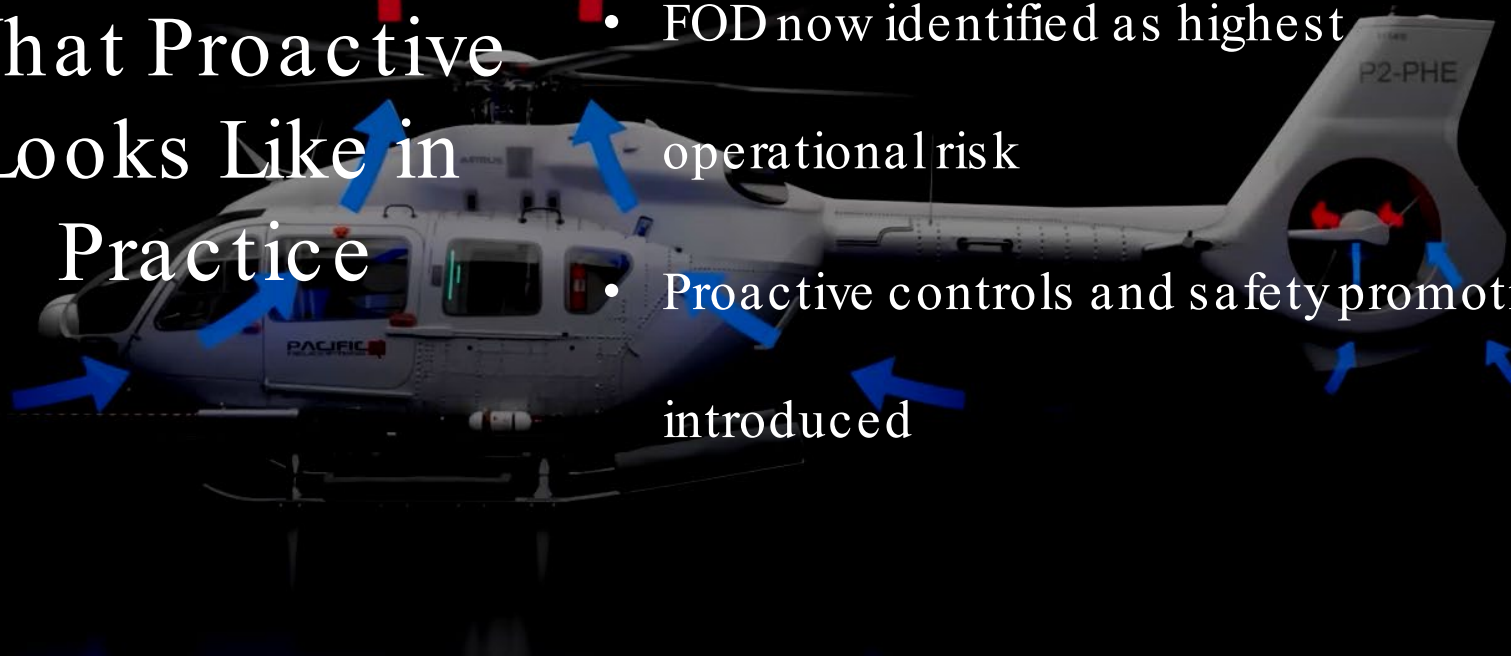
What Proactive Looks Like in Practice

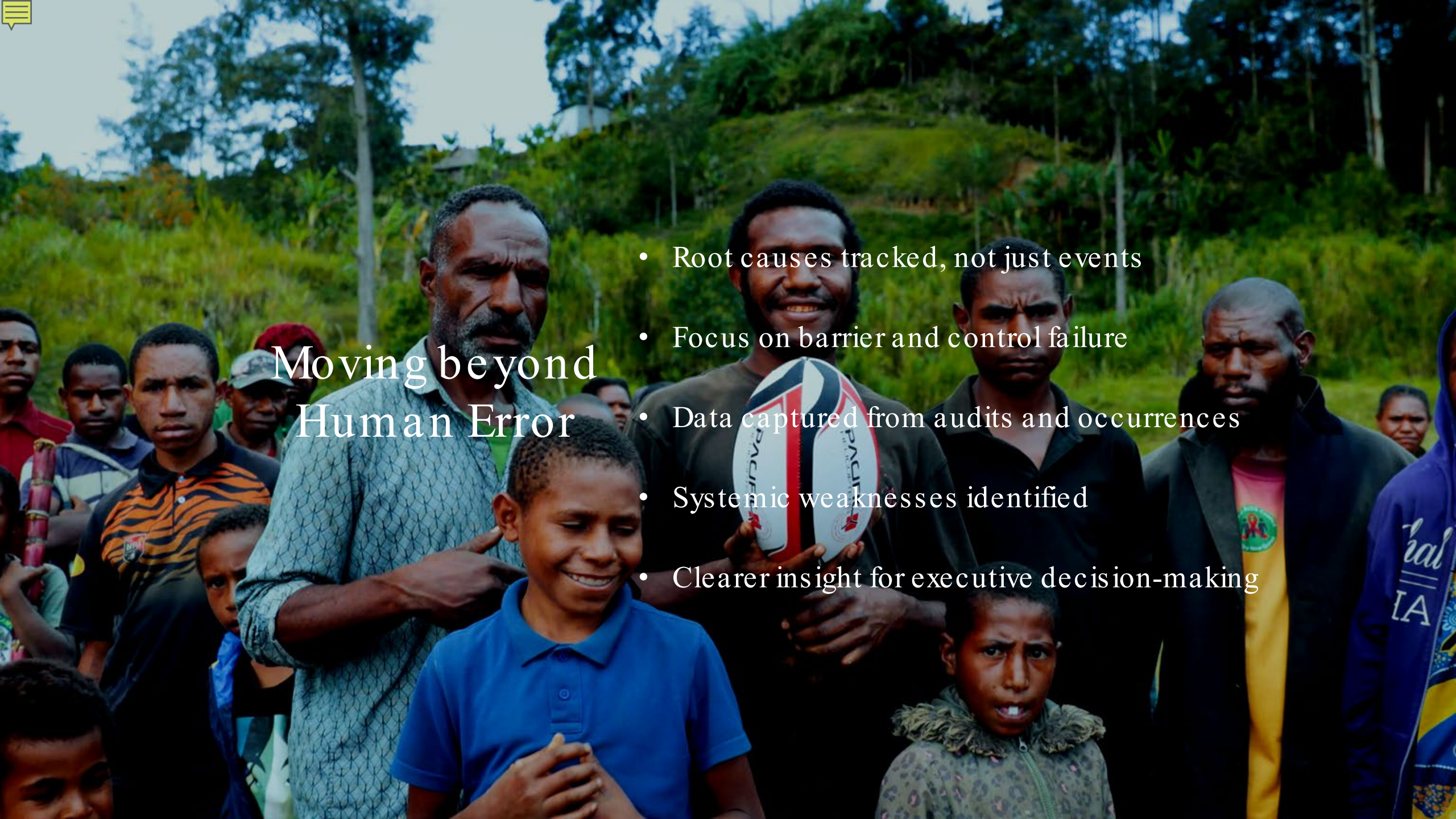
- FOD accident during medivac for our largest Oil and Gas client
- No injuries, significant aircraft damage
- Initially treated as isolated.



What Proactive Looks Like in Practice

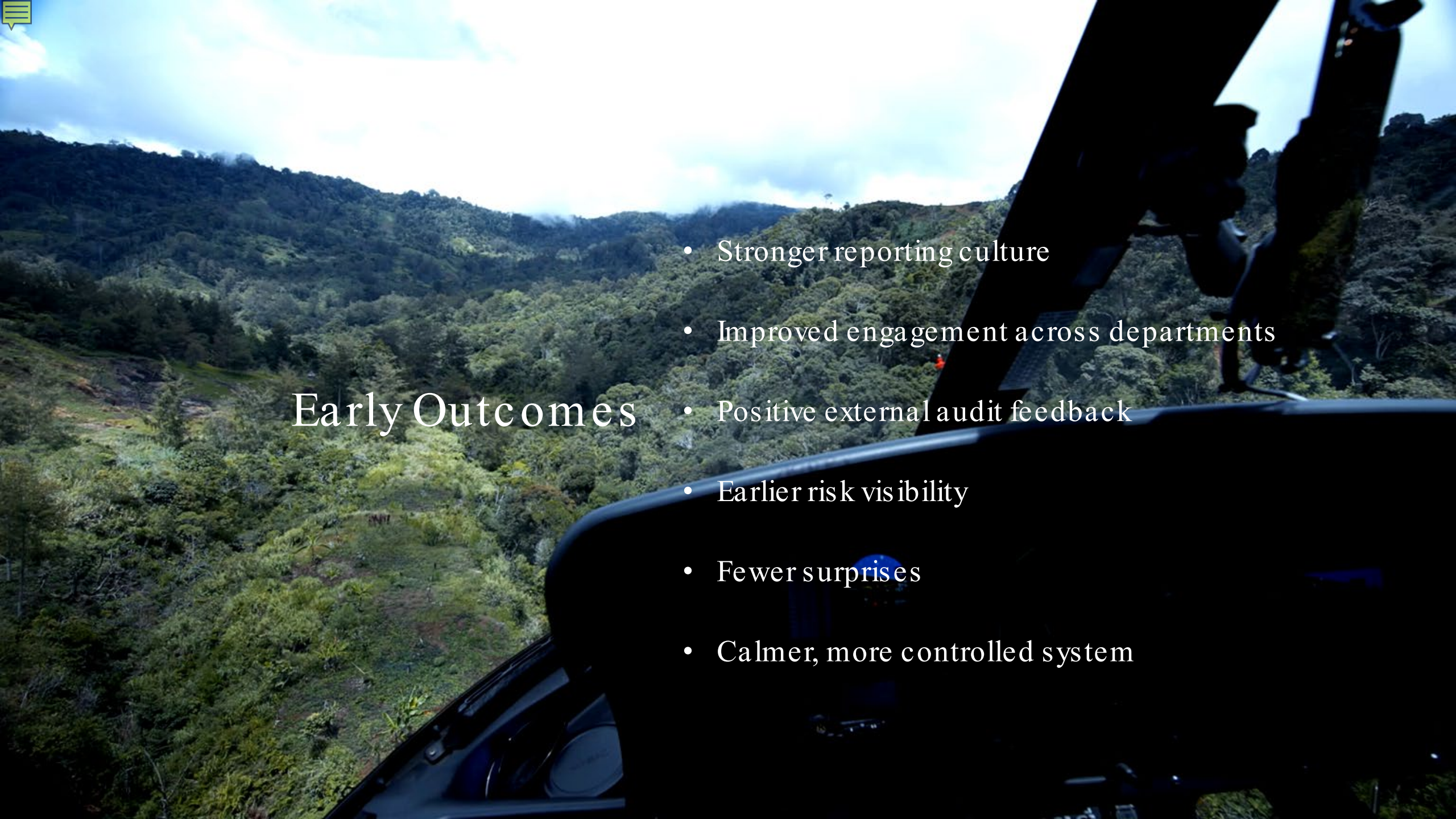
- FOD now identified as highest operational risk
- Proactive controls and safety promotion introduced





Moving beyond Human Error

- Root causes tracked, not just events
- Focus on barrier and control failure
- Data captured from audits and occurrences
- Systemic weaknesses identified
- Clearer insight for executive decision-making



Early Outcomes

- Stronger reporting culture
- Improved engagement across departments
- Positive external audit feedback
- Earlier risk visibility
- Fewer surprises
- Calmer, more controlled system

An aerial photograph of a yellow helicopter with blue and white stripes on its tail, parked on a dirt clearing. A large crowd of people is gathered around the helicopter, some standing and some sitting on the ground. The surrounding area is lush green with trees and bushes. The text "What we've Learned So Far" is overlaid on the left side of the image.

What we've Learned So Far

- What we're seeing now is not fewer incidents overnight - it's fewer surprises.
- Proactivity must be designed
- Sometimes starting from scratch is necessary
- Data must drive decisions
- Escalate risk early
- Learn continuously

What we've Learned So Far

- The most effective safety systems aren't visible in moments of crisis - they're visible in the absence of surprise.
- Early recognition of risk
- Action on weak signals
- Quiet systems are often healthy systems



Thank you
Any Questions?