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A general problem within the SMS literature is that the majority of the implementation structures and recommendations are tailored to large enterprises. If you follow these plans, it might take months until you come to the point where you can start identifying your first risks. Our philosophy is to immediately start with the collection of risks in order to gain an overview of the main issues the organization is facing, and to work on mitigating them as soon as possible. We therefore compressed the following implementation structure down to the essentials, to quickly move to the risk collection. The following SMS implementation process is divided into four different phases, in order to split up the workload and to provide a convenient structure to follow when implementing the Safety Management System. The time horizon of four years will also allow leeway to adjust the culture within a company and to create a positive safety culture. The following section will give an overview of the different phases with their corresponding implementation subjects, as well as providing tools as practical examples and guidance for the implementation. Each topic will be addressed in this chapter with a brief explanation including the required deliverables.

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