EUROCONTROL

EATMP

European Air Traffic management Programme

Best Practices for the Staffing of Safety Management Activities

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EUROCONTROL

Best Practices for the Staffing of Safety Management Activities

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Best Practices for the Staffing of Safety Management Activities

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Abstract

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The following table identifies the management authorities who approved the initial issue of this document.

AUTHORITY	NAME AND SIGNATURE	DATE
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0.1	02/05/05	First Draft Edition	New Doc	All

*   Action : I = Insert,
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Introduction

The AGAS report identified the lack of resources, both in terms of quantity and quality as a major obstacle for Safety Management implementation.

This report gathers initial information on current staffing (and staffing issues).

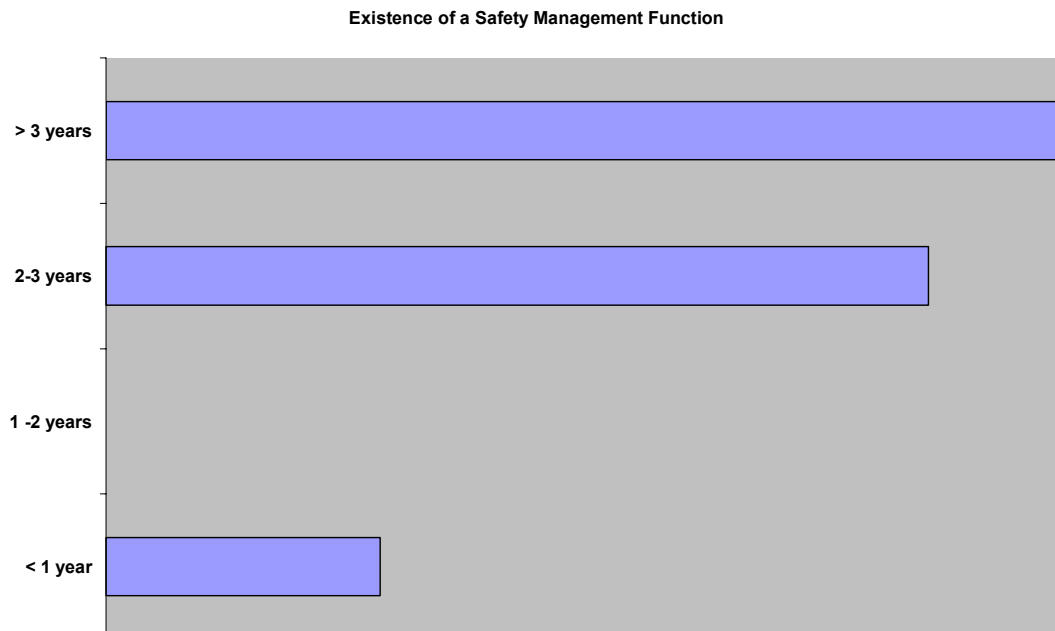Results were collected during a Safety Team meeting in February 2004.

Results

Characteristics of the Safety Management Function

In all surveyed organisations, a Safety Management function has been established.

- **Maturity of the Safety Management function**

In the majority of cases, this establishment is relatively old (more than 2years).

Existence of a Safety Management Function

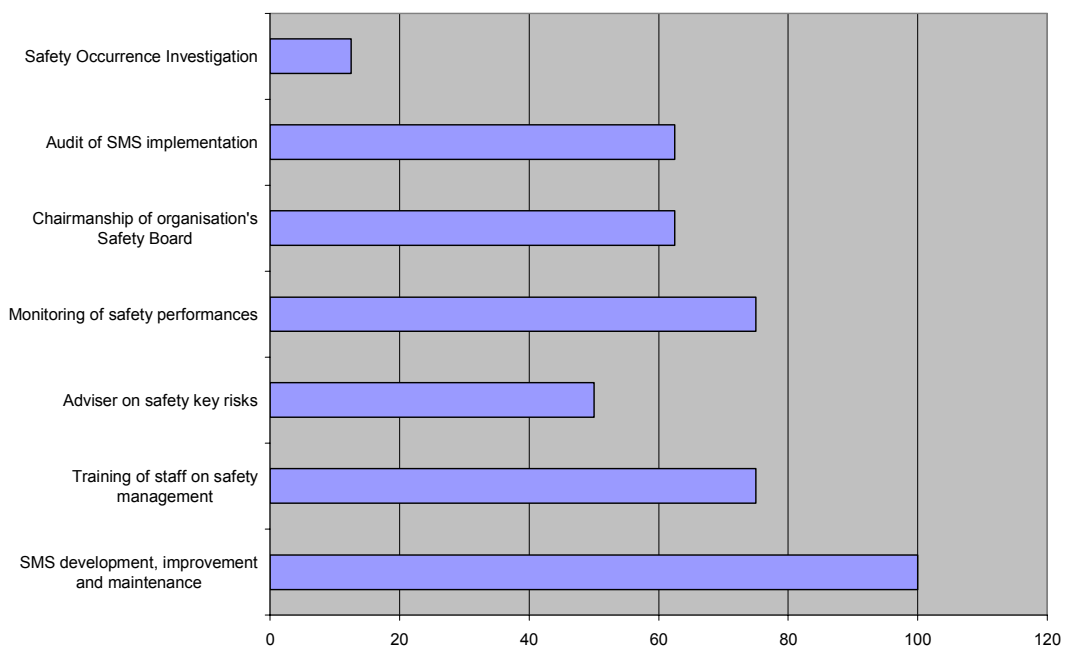- **Organisational Structure**

There is no clear trend in the organisational structure:

- almost 50% of organisations has a centralised safety department with staff allocated to other department to support safety management activities;

- 40 % has a central safety department, with limited resources, coordinating safety management activities that are performed by staff in individual units.

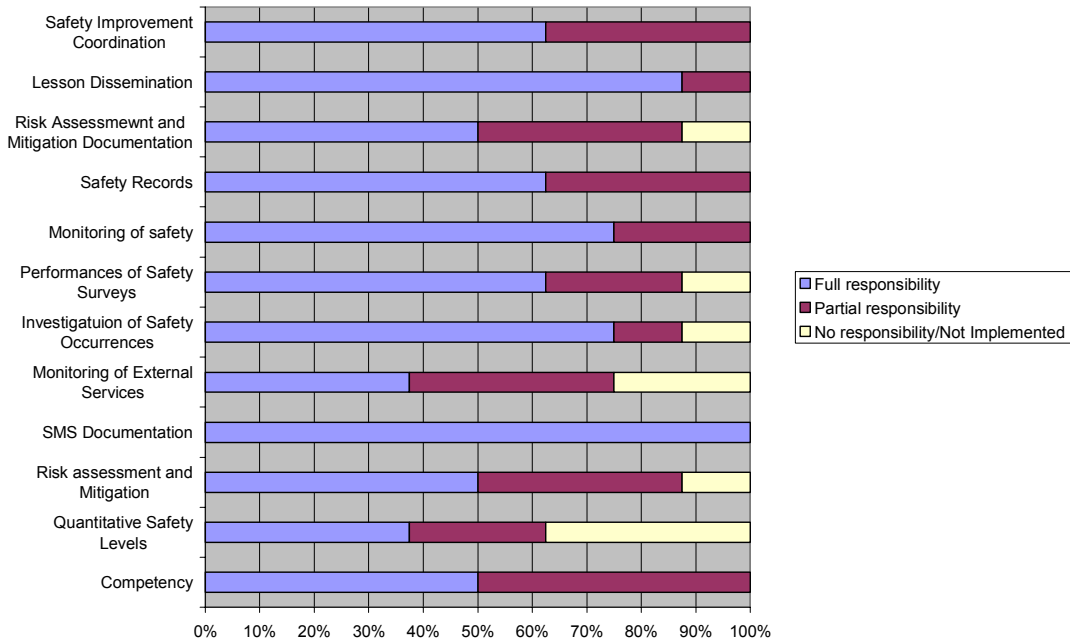- **Main Roles of the Safety Management Cell**

In all organisations, the Safety Management cell is responsible for the development, improvement and maintenance of the Safety Management System.

However, in only a minority of the organisations, this cell is the focal point for advising on key risk area: only organisations with a longer experience/maturity in Safety Management implementation have identified this role.

- **Responsibility in Safety Management Processes**

According to individual requirements and EATM Safety Policy principles, the following responsibility allocation is implemented in the various organisations:

This allocation of responsibilities generally reflect the type of organisational structure adopted for the implementation of safety management : centralised or decentralised safety management function.

The Safety Manager
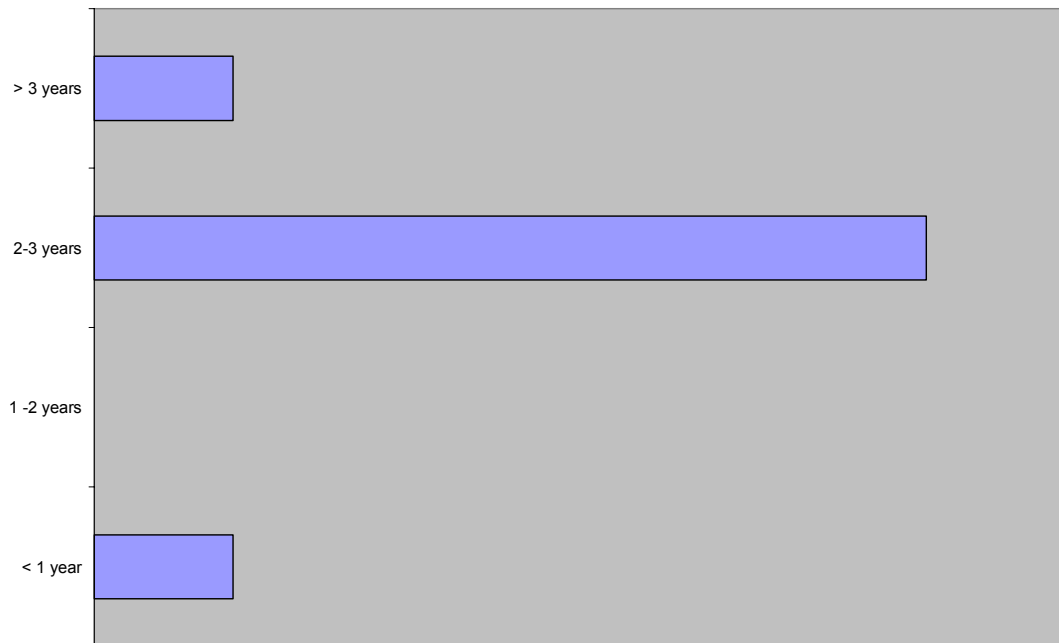
- **Safety Management as the only task**

In 50% of the cases, safety management is the only task of the safety manager. For the other 50%, the safety manager is also either quality manager or operations manager.

- **Reporting Line**

In almost 75% of the cases, the Safety Manager directly reports to the Chief Executive Officer.
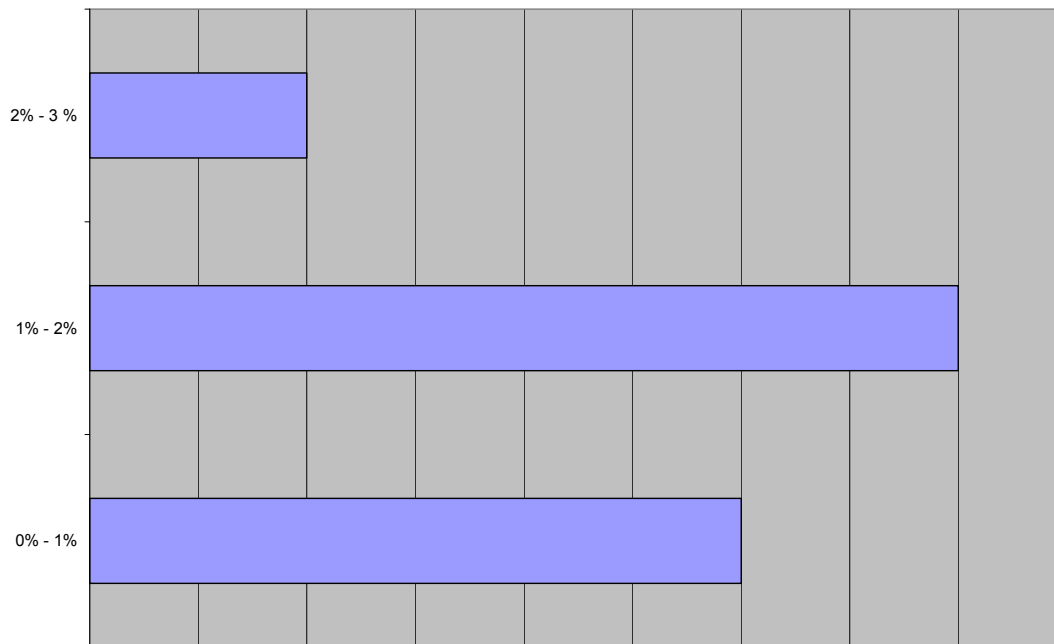
- **Experience of the Safety Manager**

In most organisations, the safety manager is in the job since the establishment of the function.

- **Background experience of the Safety Manager**

In the vast majority of organisations, the safety manager has an operational background. In some cases this operational background is coupled with a ATM engineering background. Only one safety manager had safety management responsibilities in another industry.

Staffing of Safety Management Activities

The above figure shows that, on the average, organisations have allocated between 1 and 2 % of their total human resources to safety management activities.

Generally staff allocated to Safety Management activities corresponds to the tasks assigned to the safety management cell.

Conclusions

- Organisations with more than 2 years of experience in the implementation of a Safety Management System allocate between 0.5 % and 1.5 % to the relevant activities. The variations in these figures mainly reflect the number of tasks assigned to the safety department;

- The Safety Manager has generally a operational ATM former background. He/she acquire his/her safety management expertise afterwards;

- The establishment of centralised or decentralised arrangements for safety management influence the allocation of responsibilities between

the safety management cell and other departments, but no conclusion could be drawn at this stage for resources required in a centralised or decentralised arrangement.