



Safety Culture
Progress in AVINOR
Chief executive ANS Knut Skaar

Reasons for Focusing on Safety Culture

- Flight-safety as a quality mark on our product
- Goal; no accidents and fewer serious incidents with ATM contribution
- Lessons learned from other industries
- The situation in Avinor when returning as chief executive for ANS
- The benefit of working with the elements of Safety Culture.



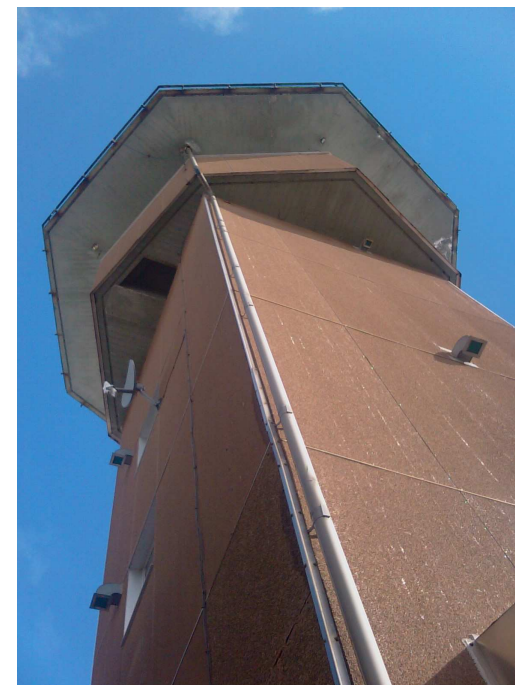
Advancing Safety Culture in Avinor



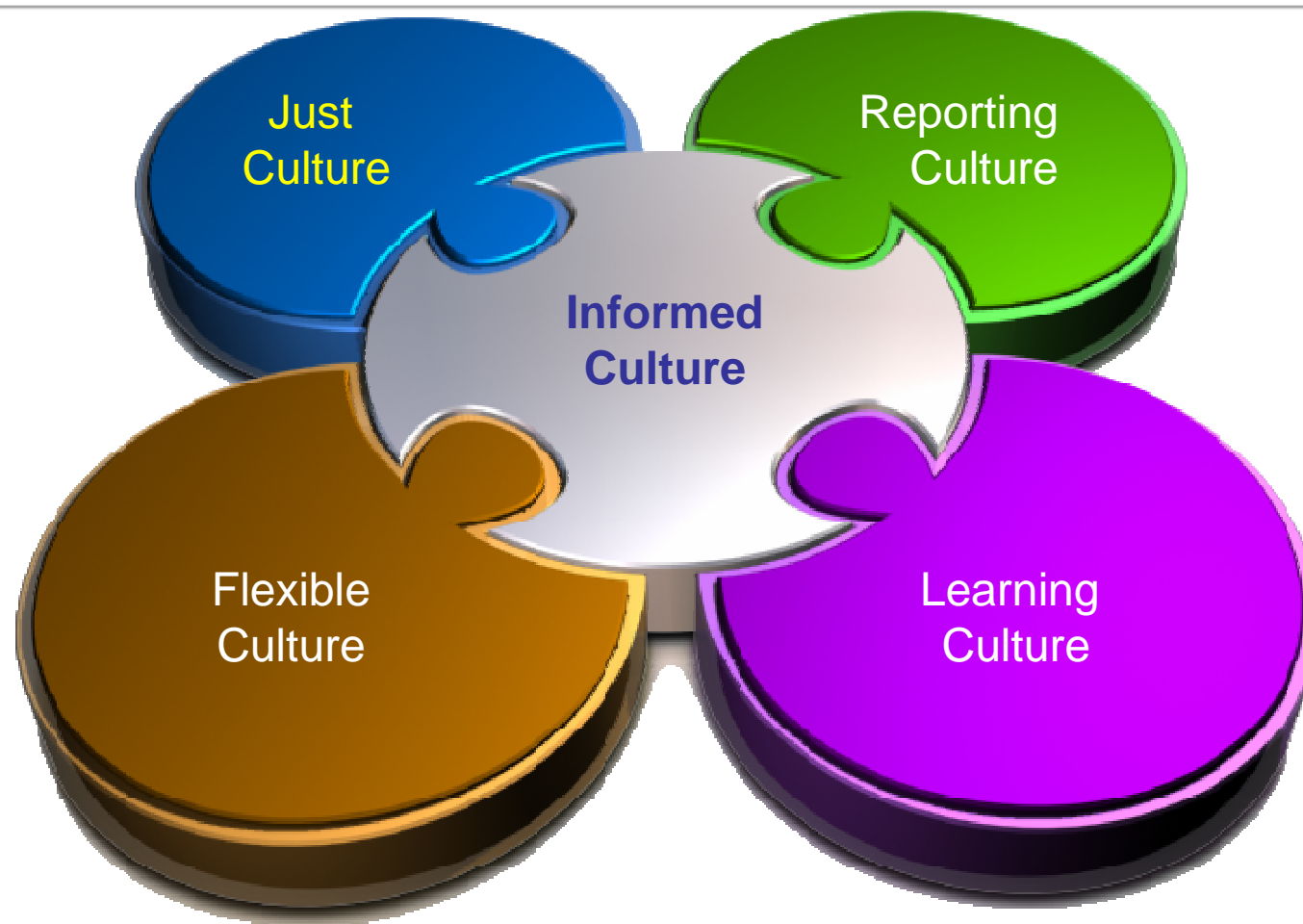
- Feb 07- Survey
- Mar 07- Workshop
- What do we do with the results?
 - Implementing measures in the areas that was identified as challenges and
 - Building a Safety Culture campaign
- Oct 07- Roadshow (23 ATC units/11 CNS regions- some combined)
- Jan 09 - Summary after the Campaign, implement necessary changes
- April 09- New Survey.

Example High Level Insights from the Survey Process

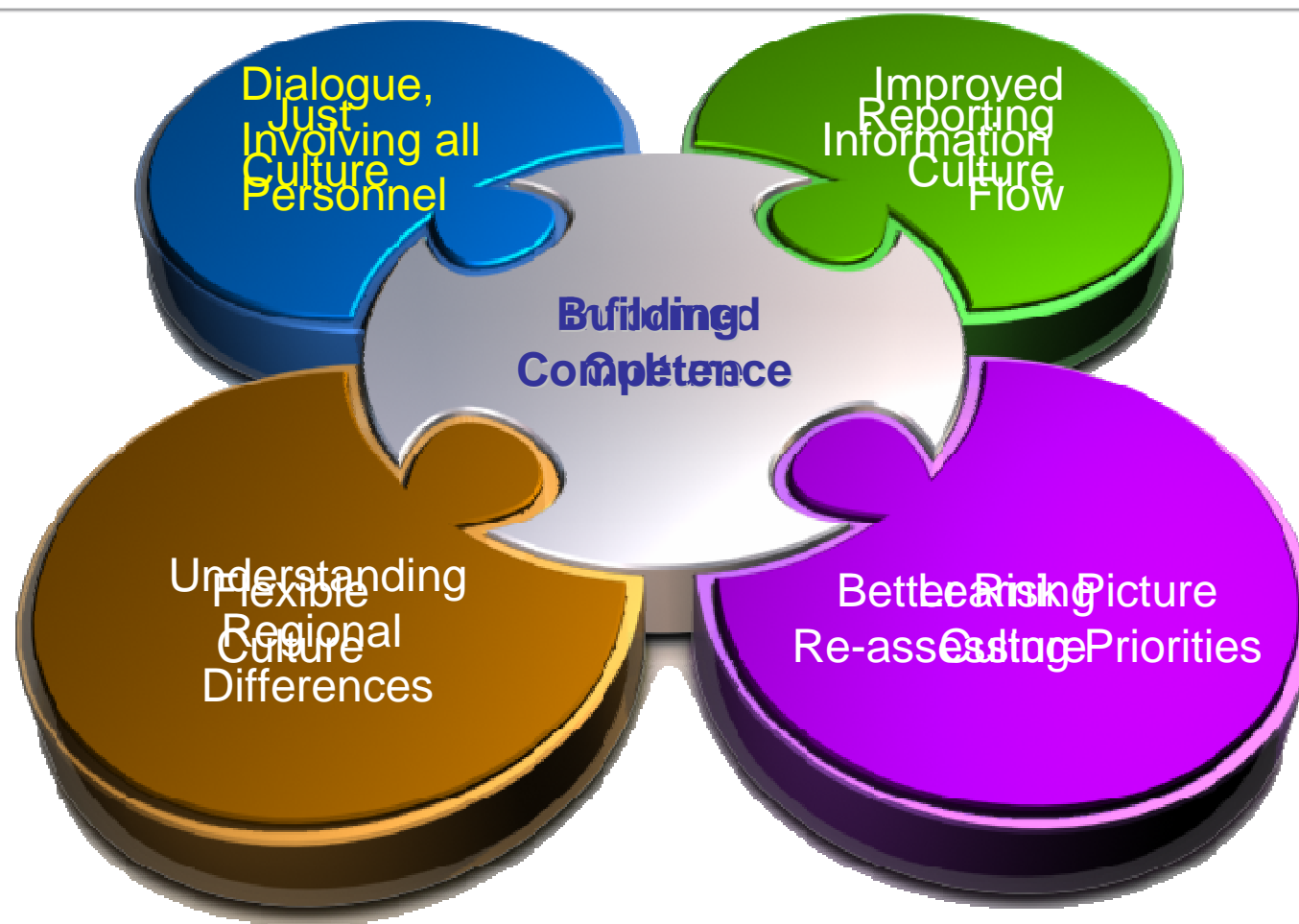
- Incident reporting ‘impediments’, some easy to fix
- Significant regional/individual variations in attitudes to safety
- ‘Formal’ risk picture, and actual risk picture not the same: some vulnerabilities were obscured
- Talking with staff raised as many solutions as problems
- Need to talk to the whole organisation, not just controllers.



'Pillars' of Safety Culture (James Reason)



AVINOR Approach, Post-Survey



Safety Culture Campaign – ANS Roadshow



What I Want to Know as Chief Executive...

- Do our ATCOs and Technical staff come to work aiming to deliver a safe service to the customers?
 - Where can we improve?
- Do we have the right competencies and attitudes
 - Correct risk picture?
 - All the vulnerabilities of our system –
 - Exercising sound judgement?



Avinor is more than ANS.....

**Widening the scope; also
at our airports**

**Giving challenges and
opportunities to people**

**Focusing on ANS
Interfaces.**





Thank you!

Konsernsjef Svein Gualle skriver at oppsigelser er uaktuelle.

SIDE 5 (I COCKPIT) OG 24-29



AKTUELT Smilet er tilbake i Royken
TOUCHDOWN Fleslands nye image
UTENRIKS Ulykken på Heathrow
SETT INNENFRA Storsatsing på ledelse
HVORDAN VIRKER Nytt kontrollsystem i nord

Fra venstre: Bjørn Tore Mikkelsen, Stale Lillhaug,
Svein Gualle, konsernsjef, Torunn Stangeland, NITO, Jostein
Kleven, WTL, Luffertan, Tom Stearn Skaret, WFF