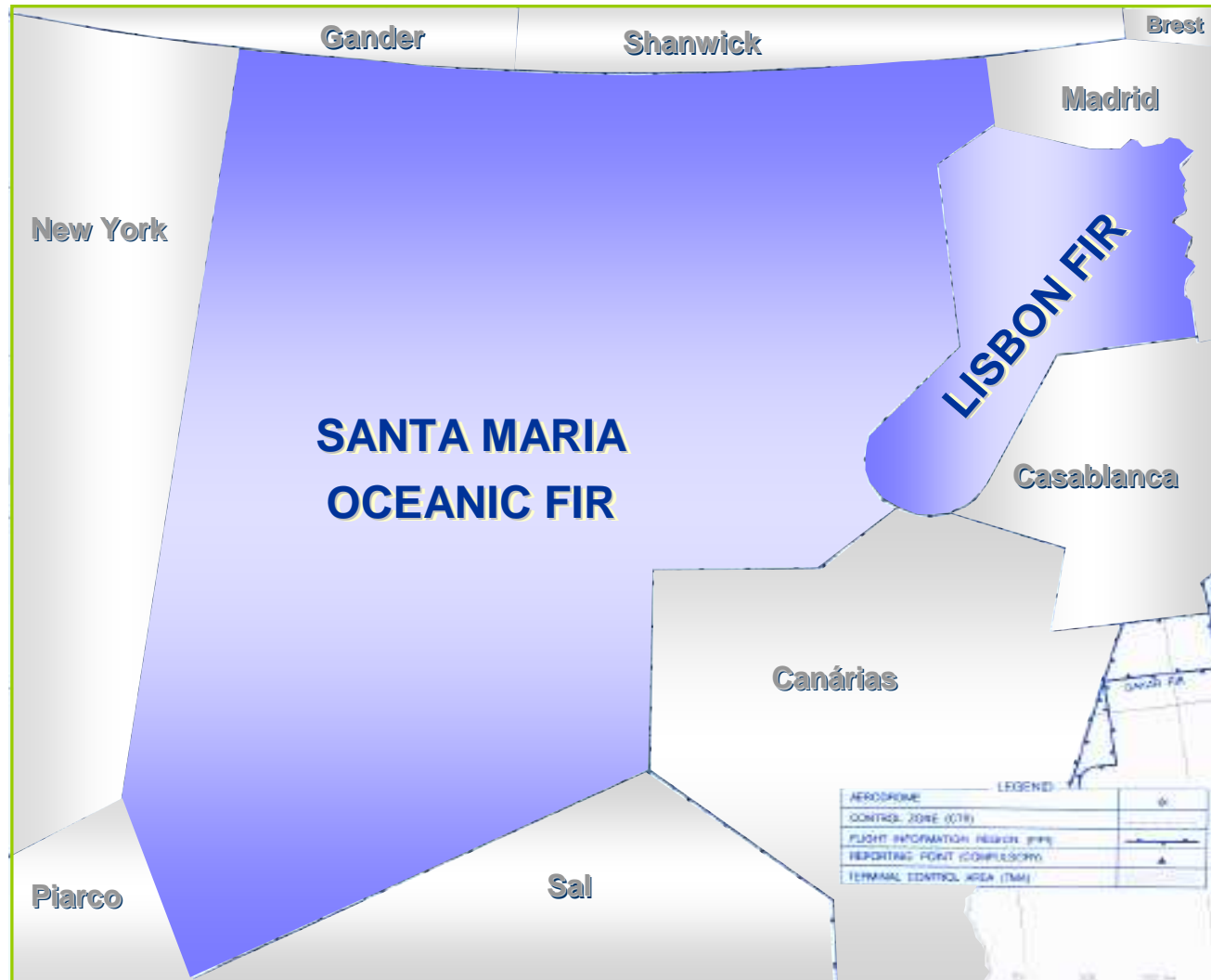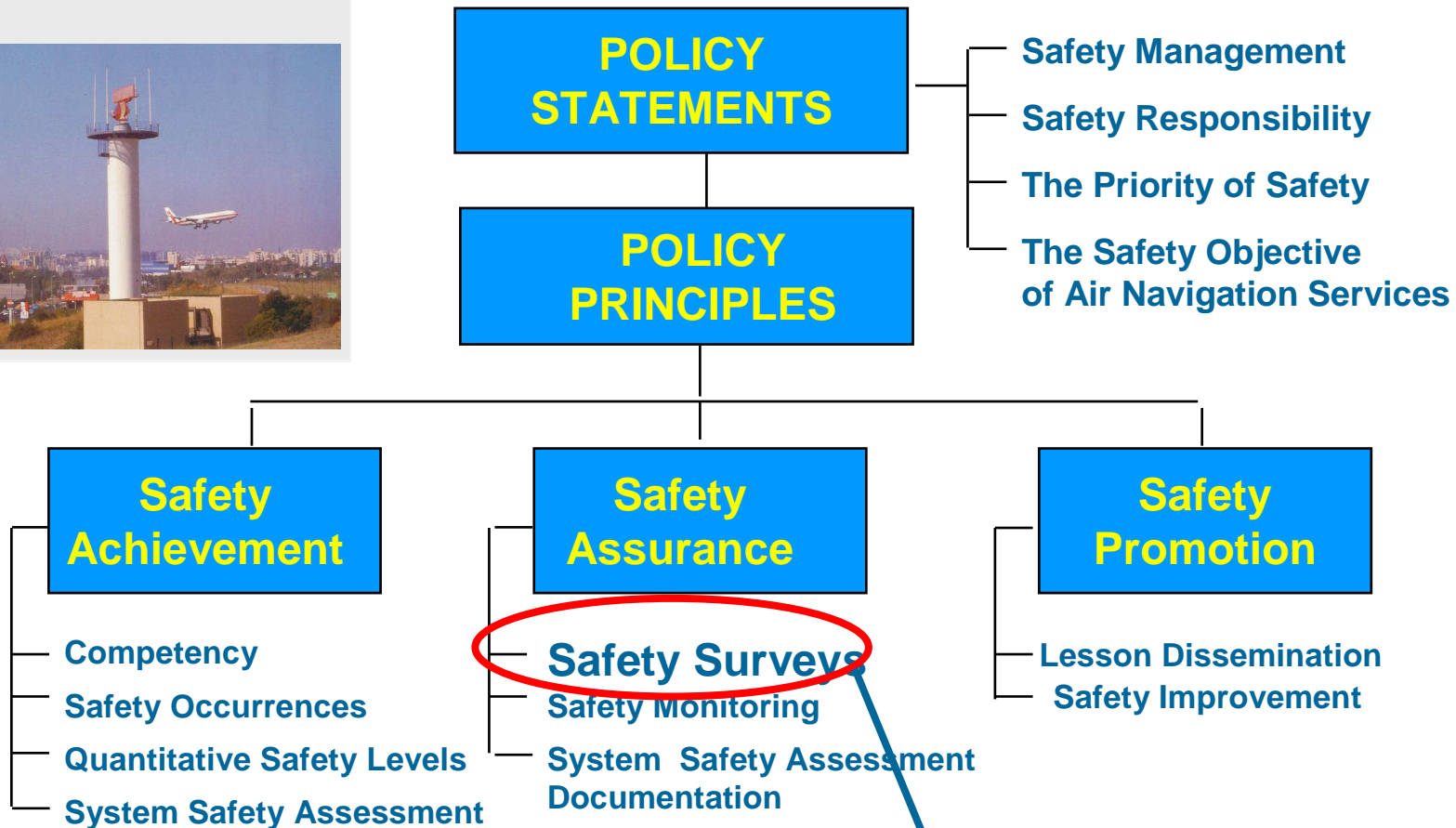**Safety Culture at NAV PORTUGAL**

Overview

- How Safety Culture fits into our SMS
- What Safety Culture Surveys look like
- What these Surveys tell you
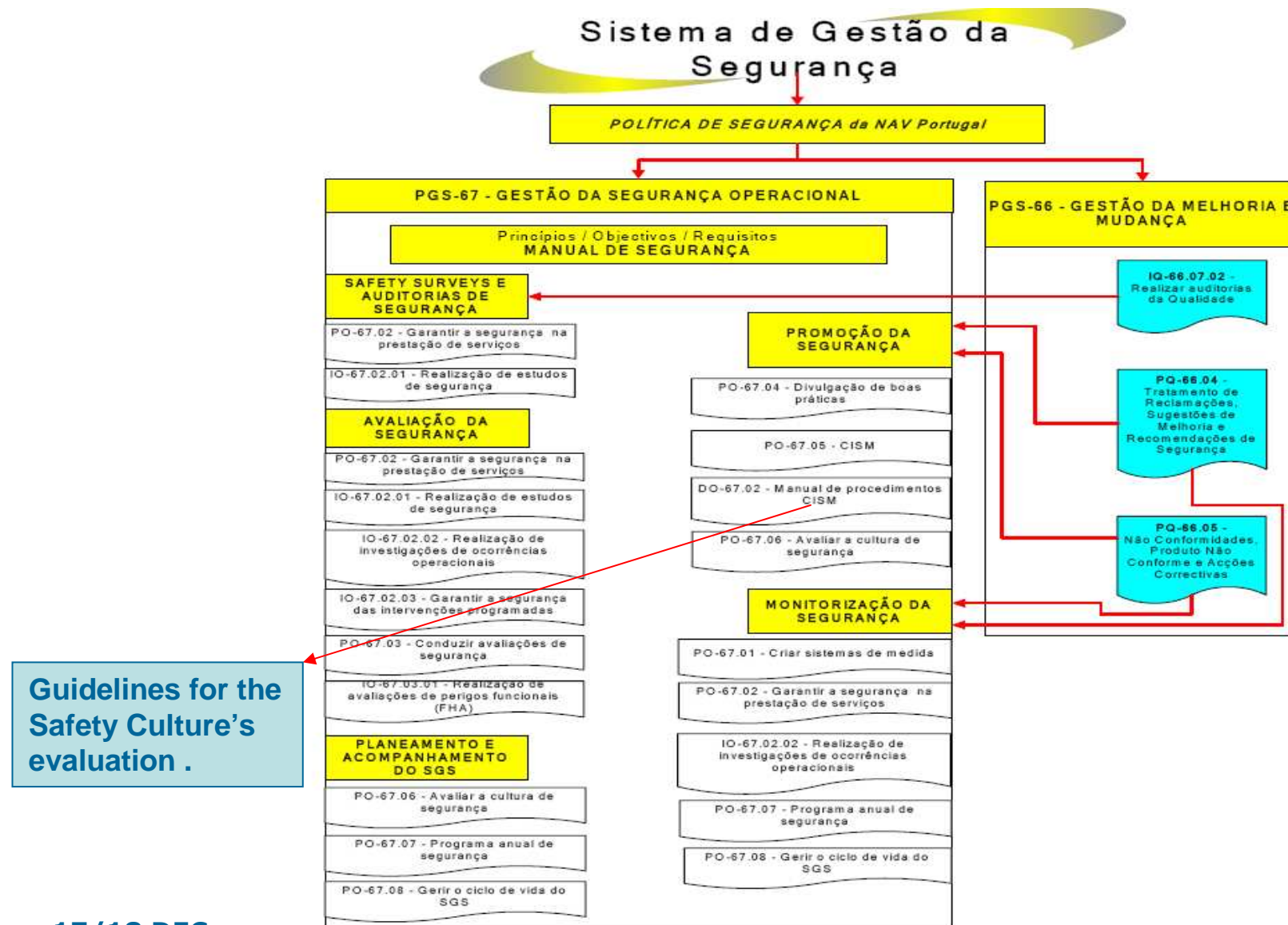- What they cost

Airspace controlled by NAV Portugal, and adjacent FIR's

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Manual de Segurança Operacional
da
NAV-Portugal

POLICY STATEMENTS

- Safety Management
- Safety Responsibility
- The Priority of Safety
- The Safety Objective of Air Navigation Services

POLICY PRINCIPLES

Safety Achievement

- Competency
- Safety Occurrences
- Quantitative Safety Levels
- System Safety Assessment

Safety Assurance

- Safety Surveys
- Safety Monitoring
- System Safety Assessment Documentation

Safety Promotion

- Lesson Dissemination
- Safety Improvement

Including Safety Culture Surveys

Safety Management

NAV
NAV Portugal, E.P.E.

Safety Management

- Target Level of Safety
- Organization
- Acountabilities

- Safety Letter
- Voluntary Reporting
- Presentations and Courses

Safety Policy and Principles

Safety COMMUNICATION and Training

Safety Assessment Methodology

Safety Management Tools

- Classification
- Risk Analysis Schemes
- Safety surveys
- Safety audits

- Safety Analysis Model,
- Statistical Analysis of Radar Information.
- Safety Indicators

SAFETY CULTURE SURVEYS

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NAV Portugal SMS

Sistema de Gestão da Segurança

POLÍTICA DE SEGURANÇA da NAV Portugal

PGS-67 - GESTÃO DA SEGURANÇA OPERACIONAL

Princípios / Objectivos / Requisitos
MANUAL DE SEGURANÇA

SAFETY SURVEYS E AUDITORIAS DE SEGURANÇA

PO-67.02 - Garantir a segurança na prestação de serviços

IO-67.02.01 - Realização de estudos de segurança

AVALIAÇÃO DA SEGURANÇA

PO-67.02 - Garantir a segurança na prestação de serviços

IO-67.02.01 - Realização de estudos de segurança

IO-67.02.02 - Realização de investigações de ocorrências operacionais

IO-67.02.03 - Garantir a segurança das intervenções programadas

PO-67.03 - Conduzir avaliações de segurança

IO-67.03.01 - Realização de avaliações de perigos funcionais (FHA)

PLANEAMENTO E ACOMPANHAMENTO DO SGS

PO-67.06 - Avaliar a cultura de segurança

PO-67.07 - Programa anual de segurança

PO-67.08 - Gerir o ciclo de vida do SGS

PO-67.04 - Divulgação de boas práticas

PO-67.05 - CISM

DO-67.02 - Manual de procedimentos CISM

PO-67.06 - Avaliar a cultura de segurança

PROMOÇÃO DA SEGURANÇA

MONITORIZAÇÃO DA SEGURANÇA

PO-67.01 - Criar sistemas de medida

PO-67.02 - Garantir a segurança na prestação de serviços

IO-67.02.02 - Realização de investigações de ocorrências operacionais

PO-67.07 - Programa anual de segurança

PO-67.08 - Gerir o ciclo de vida do SGS

PGS-66 - GESTÃO DA MELHORIA E MUDANÇA

IQ-66.07.02 - Realizar auditorias da Qualidade

PQ-66.04 - Tratamento de Reclamações, Sugestões de Melhoria e Recomendações de Segurança

PQ-66.05 - Não Conformidades, Produto Não Conforme e Acções Correctivas

Guidelines for the Safety Culture's evaluation .

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Safety Culture

- Formal definition: the safety culture of an organisation "is the product of individual and group values, attitudes, competencies and patterns of behavio[...]o, and the style an[...]n's health and safety m[...]

- The sho[...]*y is done around*[...]ures the fact that the[...]etween *idealise[...]safety*, and *the realities of safety* in an organisa[...]on, whether at the level of the controller or the maintenance technician, the manager, etc.

**If you want to remain safe,
you have to know
the realities of safety
in your organization**

Factors Affecting Safety Culture

A Tale of Two Surveys (2007)

EUROCONTROL

Results of a Safety Culture Survey at
NAV PORTUGAL
Version: 3.0
Date: 30 April 2007

Independent Surveys
Similar Results & Insights

Safety culture : qualitative
and quantitative assessment

...on:
...Silva
CIS/DEPSO/ISCTE/PORTUGAL
silvia.silva@iscte.pt

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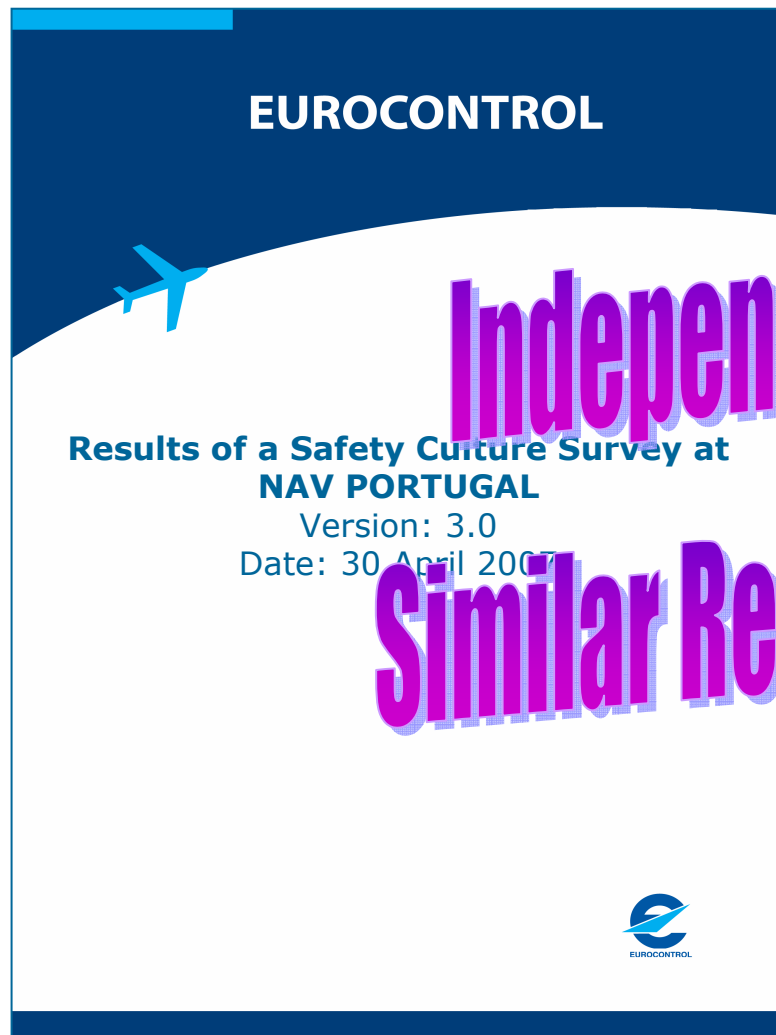
Study 1

1. 185 questionnaires completed
2. Key ingredients of NAV's safety culture include its *flexibility*, its *openness of communications*, and a high level of *commitment to safety*.
3. NAV has a **positive safety culture.**

- Areas for Improvement:
1. System operation
2. Communication and Consultation
3. Support from the Organisation
4. Reporting
5. Learning.

Some of the specific key strengths NAV has in its current safety culture are as follows:

- Shared responsibility for safety
- Commitment to understanding incident trends
- Team meetings useful for safety communication
- Trust in each other
- Belief that management is interested in safety issues raised by the workforce
- People keeping up with changes to procedures
- Ability to discuss mistakes with colleagues
- People in NAV support each other, e.g. in high capacity situations

Areas for Improvement

Improved change management

Management leadership on 'learning not blaming'

Sharpening the focus of the incident reporting and learning process

Better communication on the role of the Safety Department

A task force to consider the best ways to manage safety in high capacity situations
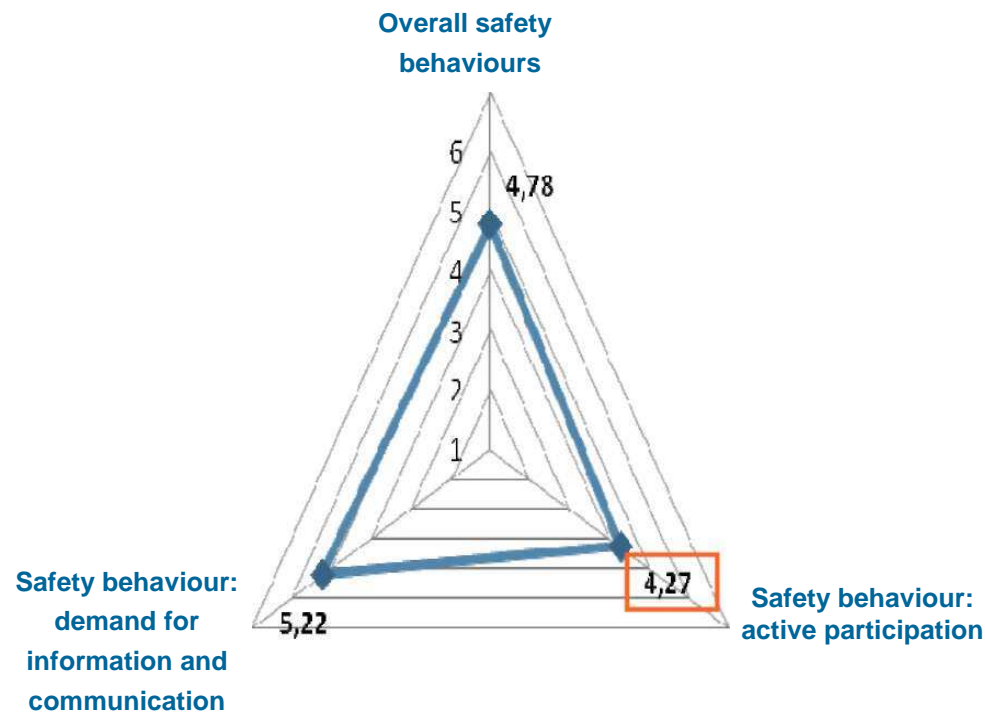
STUDY 2: 430 Questionnaires by group and region

Groups:
- Air traffic controllers (ATCOs)
- Administrative technicians
- Specialist technicians
- Qualified technicians
- Senior technicians
- Aeronautical information and communications technicians
- Aeronautical telecommunications technicians

Regions:
- Atlantic/Santa Maria
- Cascais
- Faro
- Flores
- Funchal
- Horta
- Lisbon
- Madeira/Porto Santo
- Ponta Delgada
- Porto

Group pie chart values: 41%, 13%, 25%, 11%, 1% 2% 7%

Region pie chart values: 13%, 2%, 10%, 1%, 8%, 3%, 51%, 3%, 7%

Perception of safety practices
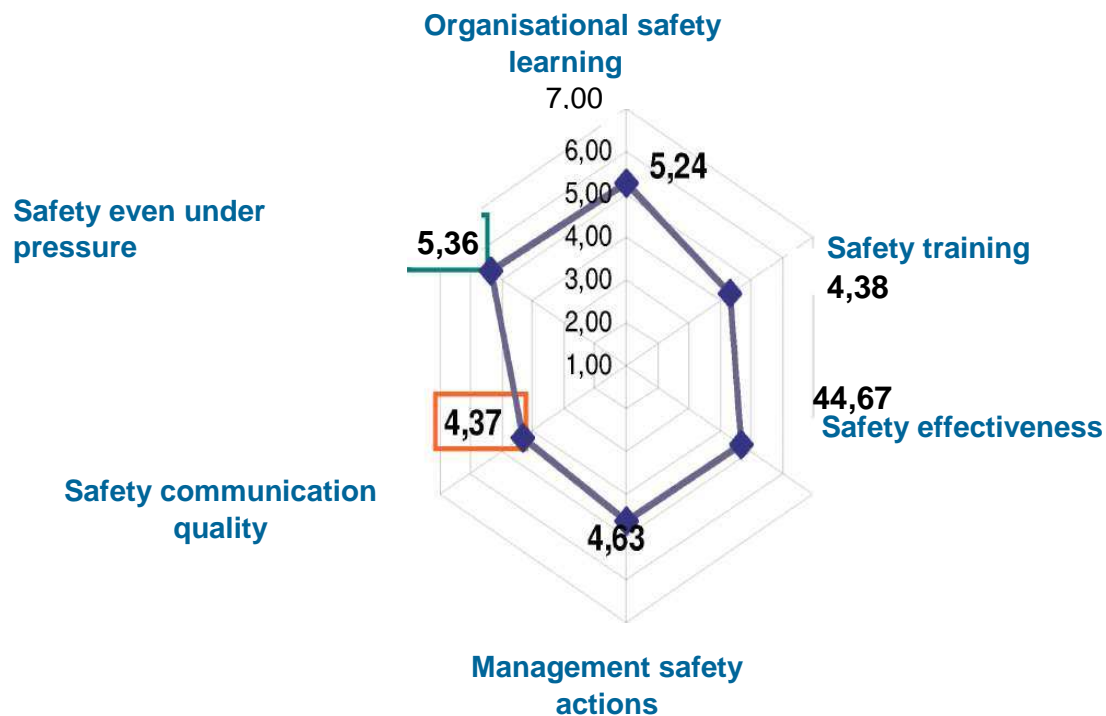
- Perceived as least effective in Porto (3.48)

- Various differences between the perceptions of occupational groups

Safety behaviour

Overall safety behaviours

4,78

6
5
4
3
2
1

Safety behaviour: demand for information and communication

5,22

4,27

Safety behaviour: active participation

• Lisbon has the lowest value for information and communication (4.85), as against Faro (5.84) and the Azores (5.68).

• ATCOs have the highest values of all organizational groups.

NAV-P Strong points

1. High concern with safety

2. Participants' declared values in line with the company's safety policy

3. NAV safety climate very positive, characterised by a perception that safety objectives and rules are valued, that **work is conducted safely even under pressure**, and that lessons are learned from accidents at work

4. Very positive perceptions of the safety climate in the working groups, in relation to **actions by both management and colleagues**.

5. Perception that all staff are involved in safety.

6. Satisfaction with safety

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Areas for improvement

1. Investment in overall organisational safety culture to reduce regional and occupational differences.

2. Reconciliation/management of the relationship between NAV's safety and its cost-effectiveness.

3. Visibility of management's involvement in safety questions. Importance and visibility of safety communication.

4. Information on NAV safety and feedback on incidents and accidents.

5. Active participation of staff.

Costs (Study 2)

Descrição	Custo
Etapa 1, 2 e 3	
Coordenação e acompanhamento técnico do projecto	750€
Dois Técnicos operacionais (cálculo baseado nas tabelas de recursos humanos da FCT)	5750€
Despesas gerais	975€
Custo Total	**7 475€**

Plus IVA: 8.945€

Plus participants' time...

Summary Points

1. High level of agreement between two independent surveys.

2. We identified our strengths as well as weaknesses.

3. Surveys have told us things we didn't realize, but which we can fix now.

4. Safety culture is a useful and cost-effective process – it can help achieve the right balance between moving traffic, and maintaining safety.

5. We plan to do it again in the future (next year,2009).

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Thank you very much for your attention!

Questions?

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