EUROCONTROL Safety Culture Programme

Barry Kirwan, DNM Safety
European Safety Culture Programme Manager
EUROCONTROL

Safety Surveys Workshop, November 2012

Overview

- European Safety Culture Programme: Origins & Approach

- European Progress

- Future Issues

Safety Culture: *1986 - 2012*

2001/2	Linate & Uberlingen Fatal ATM Accidents
2003	Advisory Group on ATM Safety (AGAS)
2003	Safety Culture R&D (4 ANSPs)
2005	Safety Culture Tool
2006	Evaluation (AVINOR; NAV-Portugal)
2008+	Application (18 other ANSPs)

Values, Beliefs and Behaviours

**Example:
Just culture,
Reporting &
Learning**

Operational staff value learning from incidents

…do they believe reporting makes a difference?
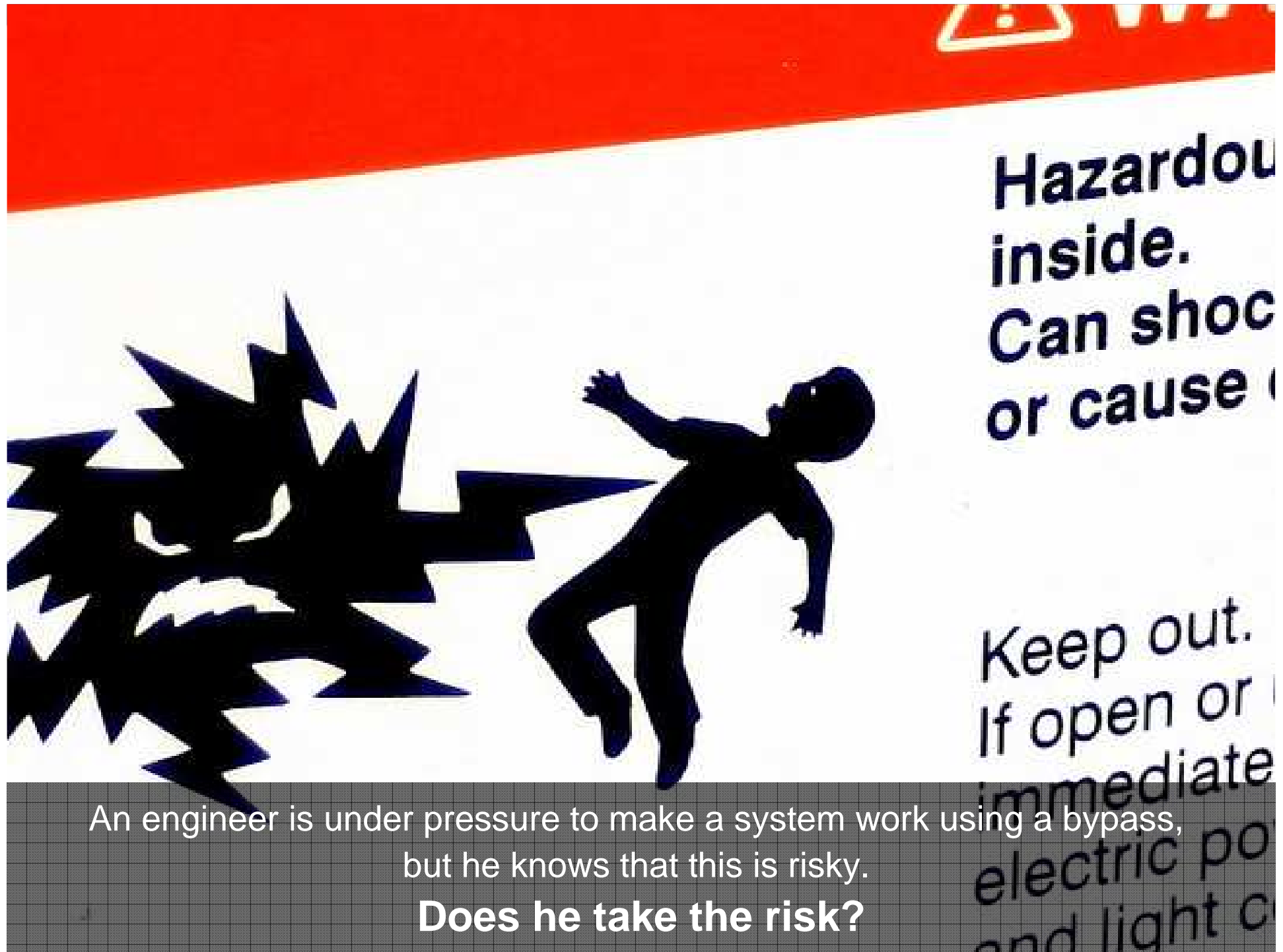
…do those responsible act?

A controller makes a serious mistake, but no one sees it.
Does she report it so others can learn from it?

A supervisor sees unsafe behaviour by a controller,
but the supervisor is no longer connected with the team.
Does the supervisor act?

Hazardou
inside.
Can shoc
or cause

Keep out.
If open or
immediate
electric po
and light c

An engineer is under pressure to make a system work using a bypass, but he knows that this is risky.

Does he take the risk?

Two accounts administrators are responsible for paying invoices for airspace map updates and software updates.
Do they know how late payments affect operations?

Two department managers know their teams don't work well together.
Do they try to resolve the issues?

Management commitment

Resourcing

Just culture, reporting & learning

Risk awareness & management

Teamwork

Communication

Involvement

Responsibility

The EUROCONTROL survey process
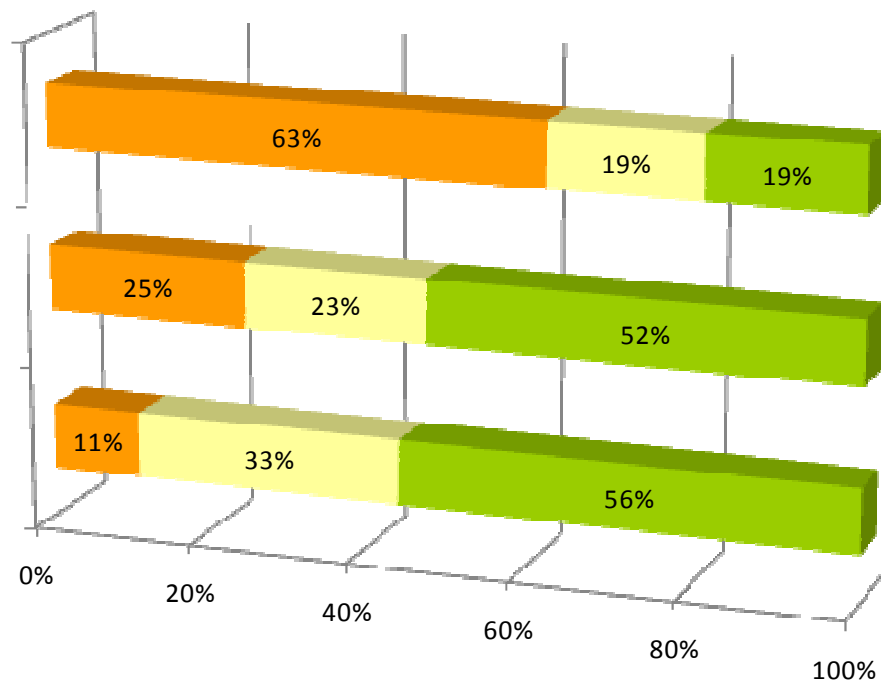
The Safety Culture Process

- Preparation Meeting (Apr)
- Launch (May)
- Questionnaire (May)
- First Diagnosis (June)

I am concerned that equipment, important to operational safety (e.g. radar) will fail in the near future(E12*)

I am concerned that an operational incident will happen in the near future(C3*)

Changes to the organisation and ATC system do not increase safety-related risks(M18)

63%   19%   19%

25%   23%   52%

11%   33%   56%

0%   20%   40%   60%   80%   100%

Some key principles

Anonymity & confidentiality

Independence & impartiality

Respect different views
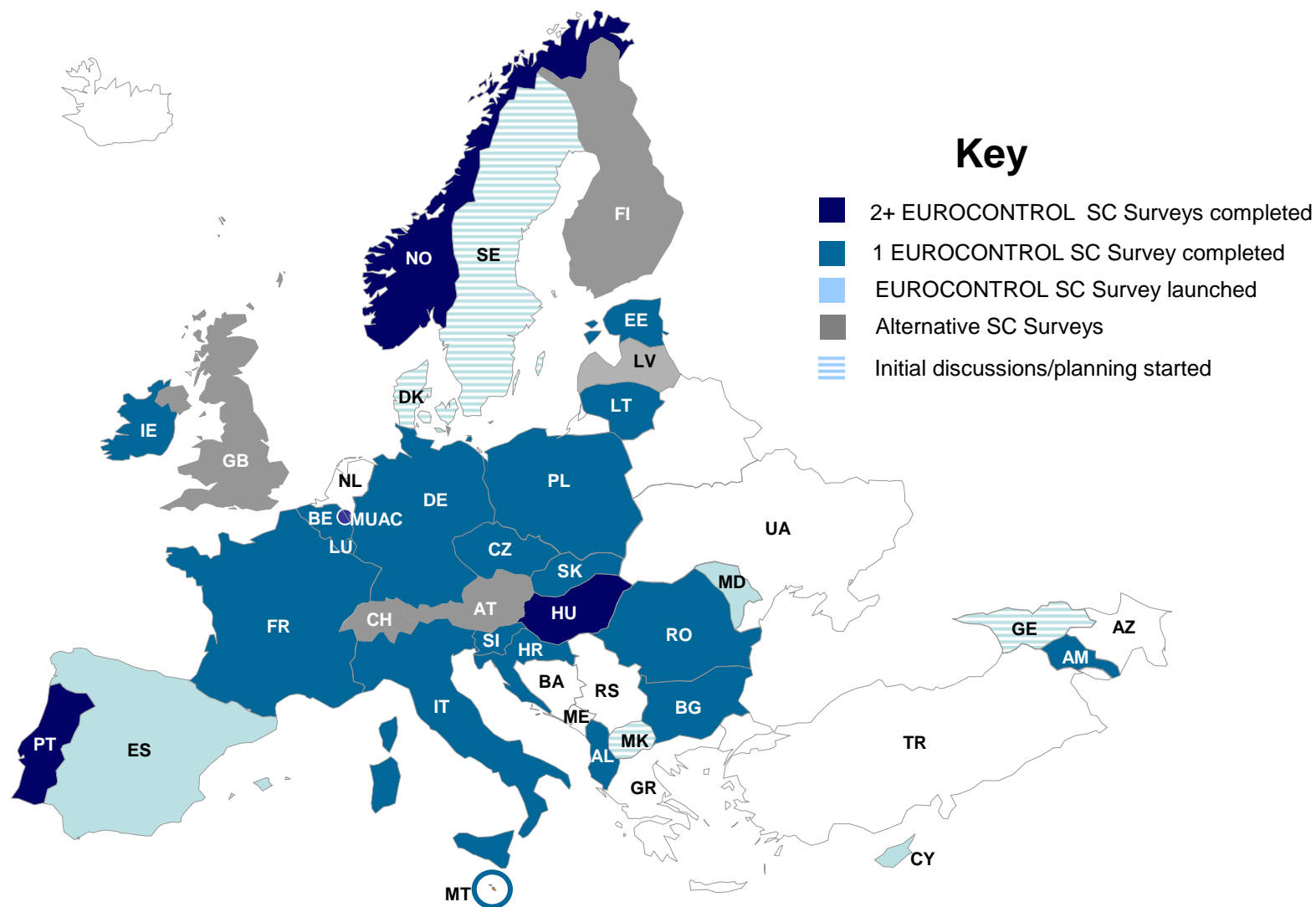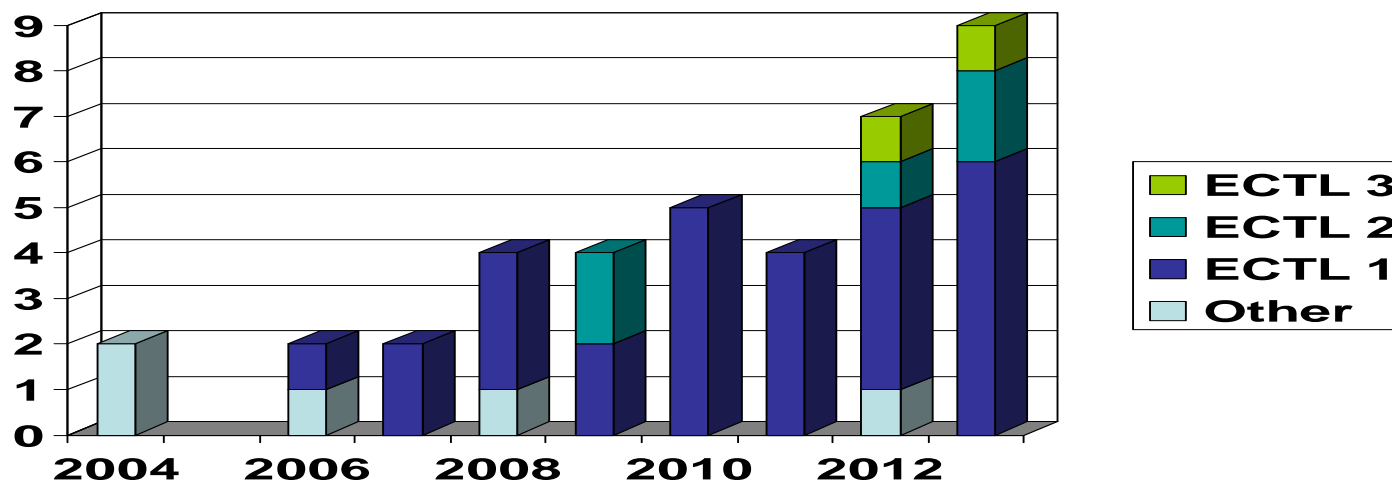
No 'spies' allowed

Practical solutions

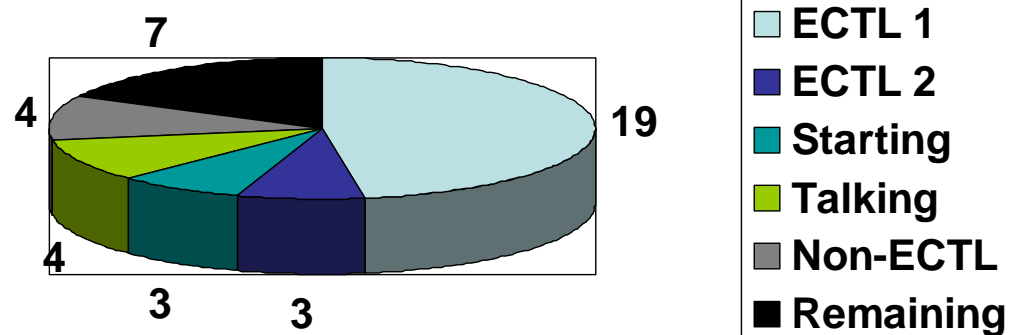Feedback

European ATM Safety Culture Programme Status

Key

- 2+ EUROCONTROL SC Surveys completed
- 1 EUROCONTROL SC Survey completed
- EUROCONTROL SC Survey launched
- Alternative SC Surveys
- Initial discussions/planning started

Overview of Progress

Pie chart values: 7, 4, 4, 3, 3, 19

Legend:
- ECTL 1
- ECTL 2
- Starting
- Talking
- Non-ECTL
- Remaining

Bar chart — years: 2004, 2006, 2008, 2010, 2012. Vertical axis: 0 to 9.

Legend:
- ECTL 3
- ECTL 2
- ECTL 1
- Other
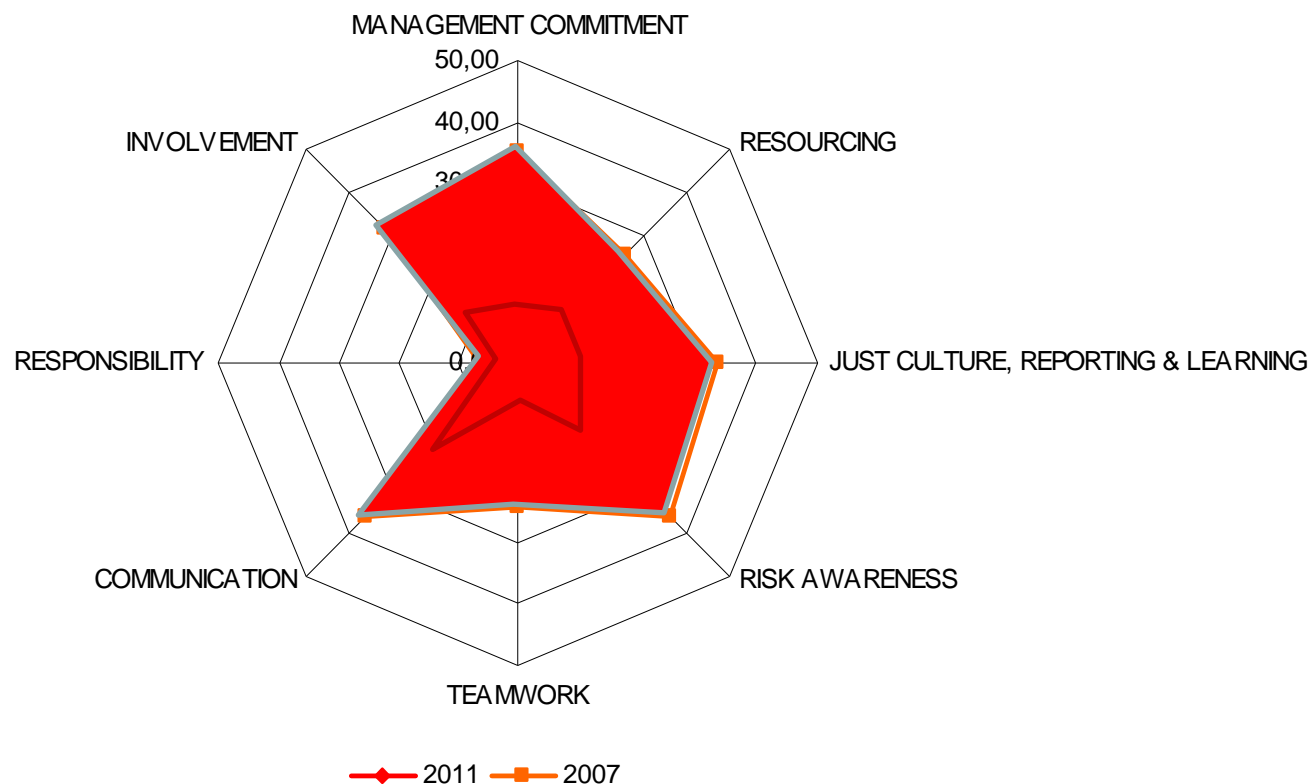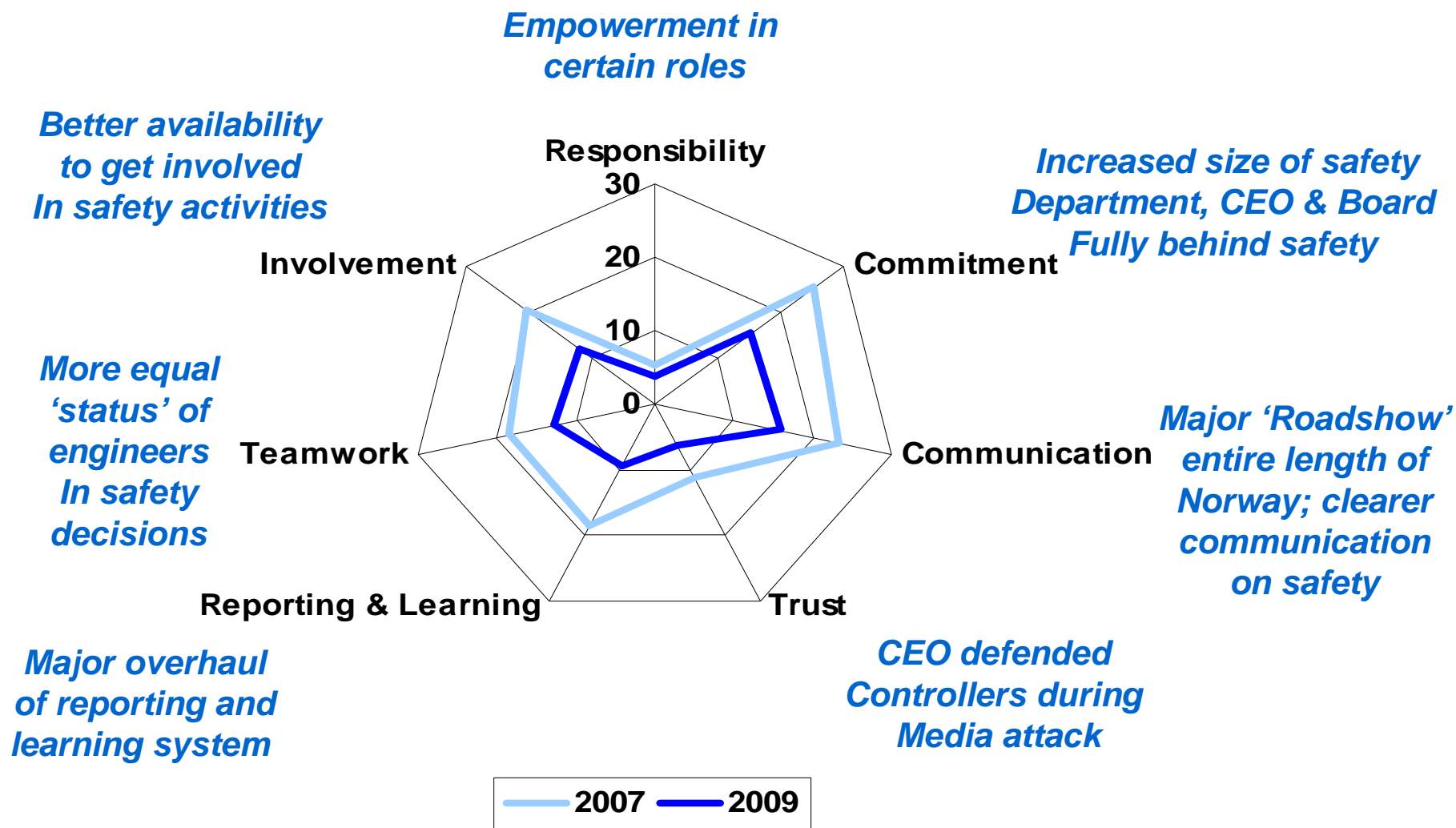
Can we improve
Safety Culture?

Hungarocontrol Results 2011 vs. 2007

Unfavourable responses per element (zoomed in view)

AVINOR 2007 vs 2009

Empowerment in certain roles

Better availability to get involved In safety activities

Increased size of safety Department, CEO & Board Fully behind safety

More equal 'status' of engineers In safety decisions

Major 'Roadshow' entire length of Norway; clearer communication on safety

Major overhaul of reporting and learning system

CEO defended Controllers during Media attack

Responsibility
30
20
10
0

Commitment

Communication

Trust

Reporting & Learning

Teamwork

Involvement

Legend: 2007 — 2009

4th Regional Workshop, November, 2011
13 ANSPs

EUROCONTROL Agency Safety Culture Survey 2011-2012

(Backstage in the Agency)

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Different perspectives…Different pressures

[Not MUAC – already doing their second survey]

Management   **Operational**
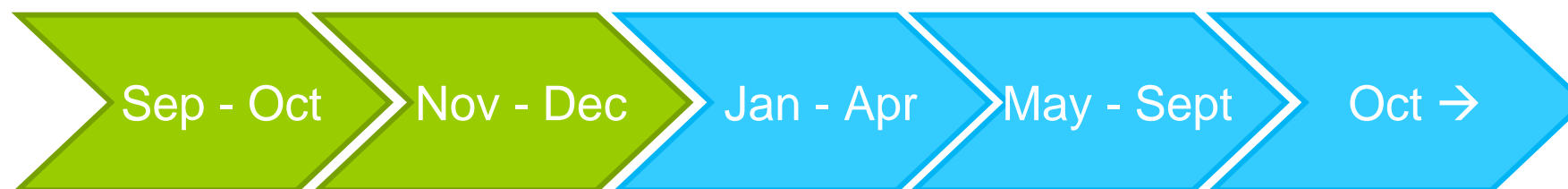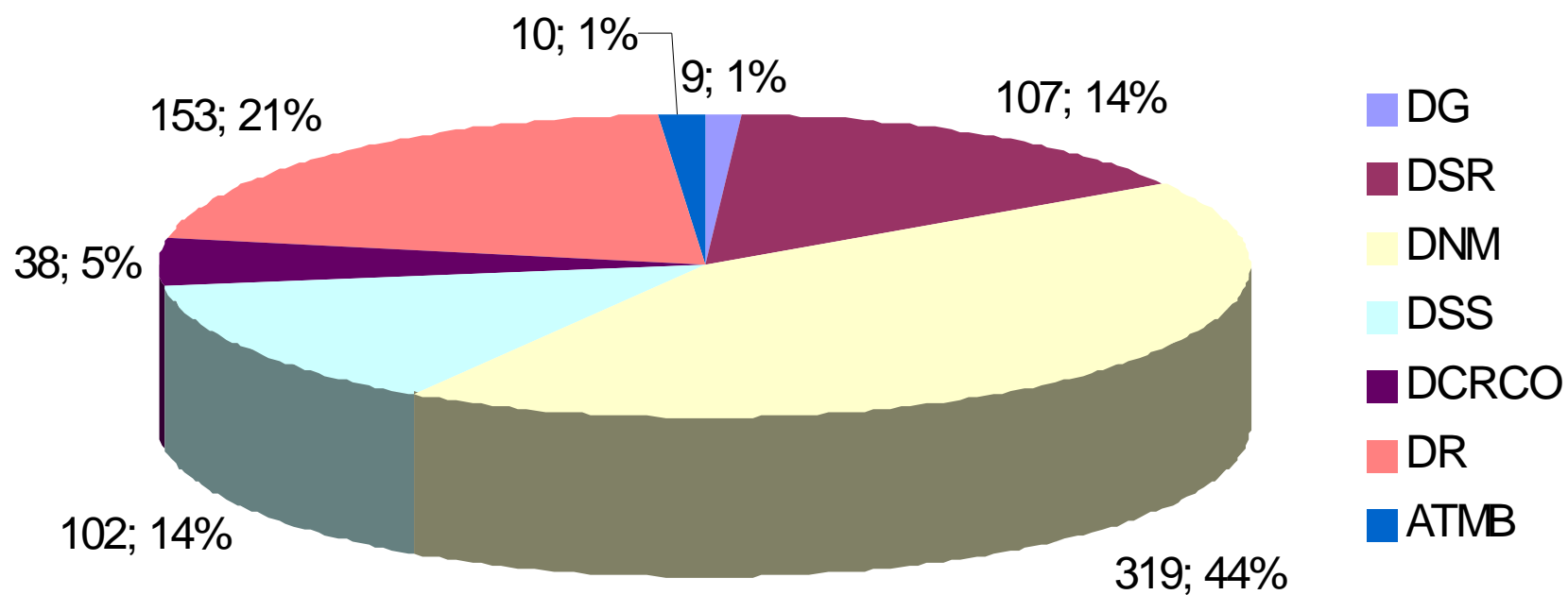
Other Staff   **Technical**

Timeline…

2011   ## 2012

Sep - Oct	Nov - Dec	Jan - Apr	May - Sept	Oct →

- **Info Events**
- **Questionnaire**
- **Interviews**

- **Questionnaire Analysis**

- **Workshops**

- **Presentations to Board**

- **Report**

- **Feedback**
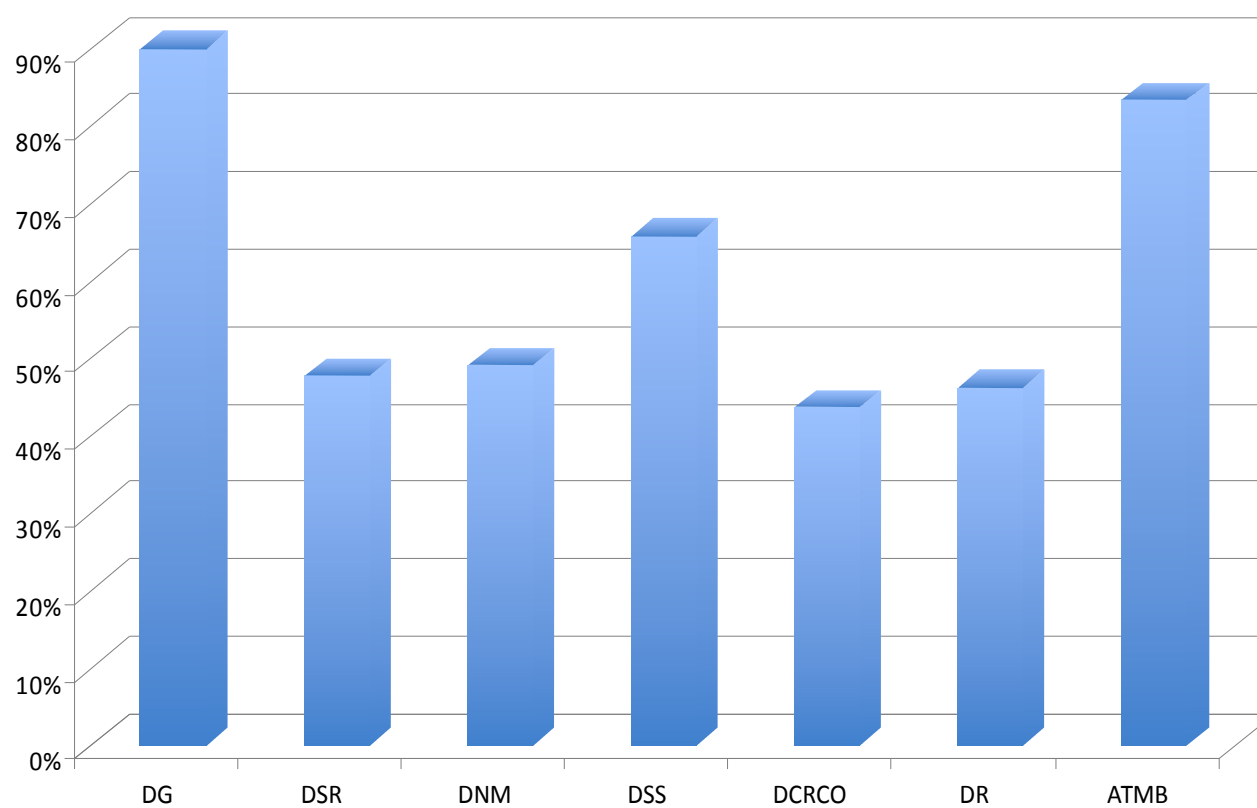
- **Action plan**

- **Implementing**
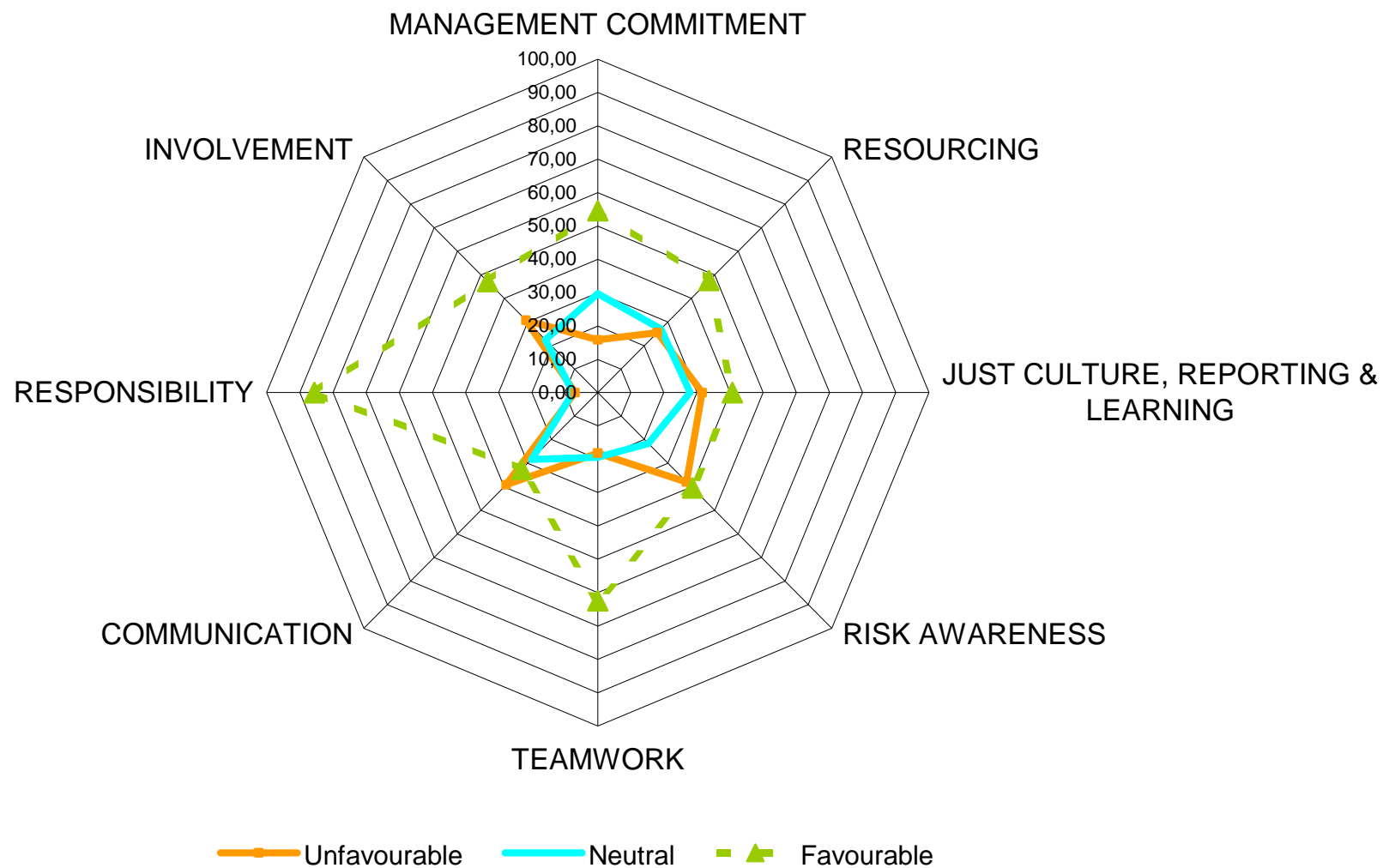
- **Monitoring**

- **Reporting**

Who participated…

- DG
- DSR
- DNM
- DSS
- DCRCO
- DR
- ATMB

10; 1%
9; 1%
107; 14%
153; 21%
38; 5%
102; 14%
319; 44%

738

Response rate by Directorate…

Summary results…

Strengths…and Areas for improvement…

• **Strong sense of responsibility for safety across Agency**	• **Clarify the Agency's safety role with respect to EASA and the EC**
• **Good level of safety expertise within the Agency that has an excellent reputation with stakeholders**	• **Clarify how safety works in the new organizational structure**
• **Safety is a core value throughout the Agency.**	• **Raise profile of safety in the Agency, to enhance strategic and 'joined-up' safety thinking across the Agency.**

The results…

Workshops

Interviews

Questionnaire results

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Results of a Safety Culture Survey at EUROCONTROL Agency
Version: 1.0

June 2012

Confidential – EUROCONTROL

7 key Recommendations
24 supporting Advisories

Report and findings endorsed by Management Board

Communication

No 'one voice' for safety in the Agency

Bottom-up communication is ineffective – too many layers

Sharing of ATM safety-related information across Agency is ineffective

Inadequate access to the operational environment to understand operational ATM safety

What staff said…   What we will do…

What staff said…	What we will do…
• Uncertainty re Just Culture	• Develop Agency's Just Culture policy
• Management feedback re safety concerns raised not timely or effective	• Hold management / staff 'Safety Days'
• Lack of encouragement to voice concerns about safety	• Implement an Agency-wide safety learning process through which management and staff can learn about safety incidents.
• Limited safety learning at the Agency-wide level	

Improvement actions…

- Raise the profile of safety in the Agency, so that people know it is being taken seriously and being coordinated across directorates to drive safety. Appoint a single 'safety champion' responsible for leading safety across the Agency at Director level.

- Agency Safety Champion – Bo Redeborn

Progress since survey results presented to staff (July): Initial Steps

Safety on the Board Agenda

Safety Culture Report released internally

Safety Strategy Group (8 key Agency safety people

Bo Redeborn appointed as Safety Champion

Summary

- The Programme is running well

- We need to keep up the momentum, on new states and on 2nd surveys and 'after-care'

- Identifying Top 10 Issues & Solutions across Europe

- First 'FAB' survey Q1 2013 (NUAC: NAVIAIR & LFV)