

Safety Intelligence & CEOs

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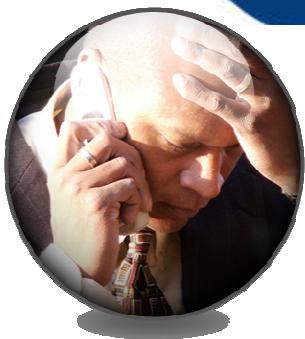


The European Organisation for the Safety of Air Navigation

Overview of Presentation

- **Safety Intelligence for CEOs – What is it about?**
- **What has it to do with CEOs?**
 - *Safety Leadership*
 - *Tactical & Strategic Safety Intelligence*
 - *Safety Culture*
 - *Safety Knowledge*
- **Key Messages**
- **A Very Short Questionnaire**





Questions Facing CEOs

- Safety first – but safety is a cost? How do you determine safety expenditure in a cost-conscious industry?
- How do you balance safety with other market drivers: cost-reduction, expansion, capacity, environment ... ?
- How is your ANSP performing? What are the lagging and leading Safety Key Performance Indicators for your organisation?
- If your organisation suffers an accident tomorrow, and you find yourself on the news, what are you going to say?

What is Safety Intelligence?



- **Leading by Example**
 - *Do you send the right messages to your directors? To your staff?*
- **Awareness of Safety Risks**
 - *Do you know your ANSP's top 5 risks?*
 - *Do you know the state of your ANSP's safety culture?*
- **Decision making**
 - *Tactical – day-to-day issues*
 - *Strategic – longer term investment issues*
- **Safety knowledge**
 - *What should a CEO know about Safety?*



1. *CEO Safety Leadership*

What the Guru's say about Management Effects on Safety: Leadership Matters

- Positive Leadership
 - has a strong positive effect on safety (e.g. Zohar, 2002)
- 'Laissez-faire' leadership
 - has a strong negative effect on safety (e.g. Zohar, 2002)
- Management commitment
 - is one of the main drivers of employees safety performance (Michael, Evans, Jansen & Haight, 2005)





But...

**Not everyone is a
Safety Superman**

**And People are not
naïve**

**Small touches on the
steering wheel can
have large impacts**

Sending the right message...



- Put Safety first on the Board Agenda
- Have a direct safety report (Safety Director)
- Ask other directors how they are doing on the SMS
- Have a flagship Safety Investment project
- Mention Safety and Safety Performance in ANSP-wide communications
- Have a Strategic Safety Plan for the ANSP
- Undertake an 'accident preparedness' exercise involving the entire Board

2. Safety Decision-Making

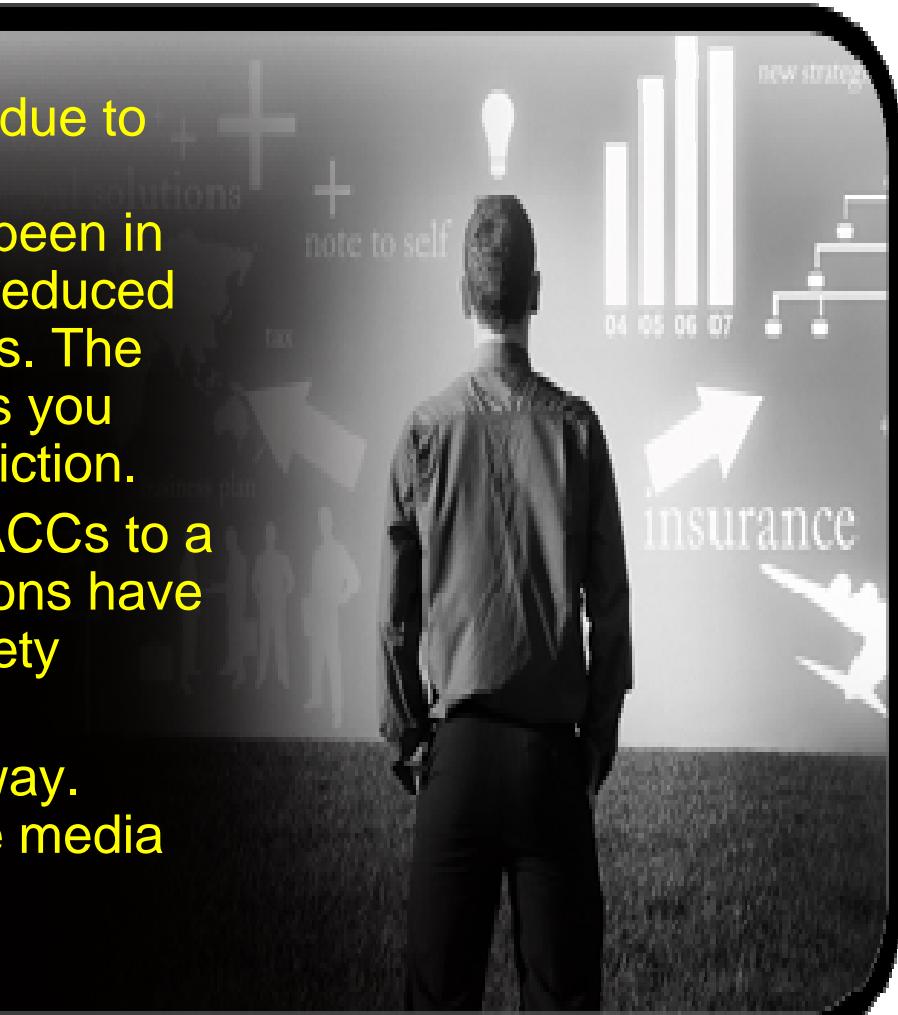
- Tactical*
- Strategic*

2.1 *Tactical Safety Intelligence* *Reacting Safely*



Tactical Safety Intelligence

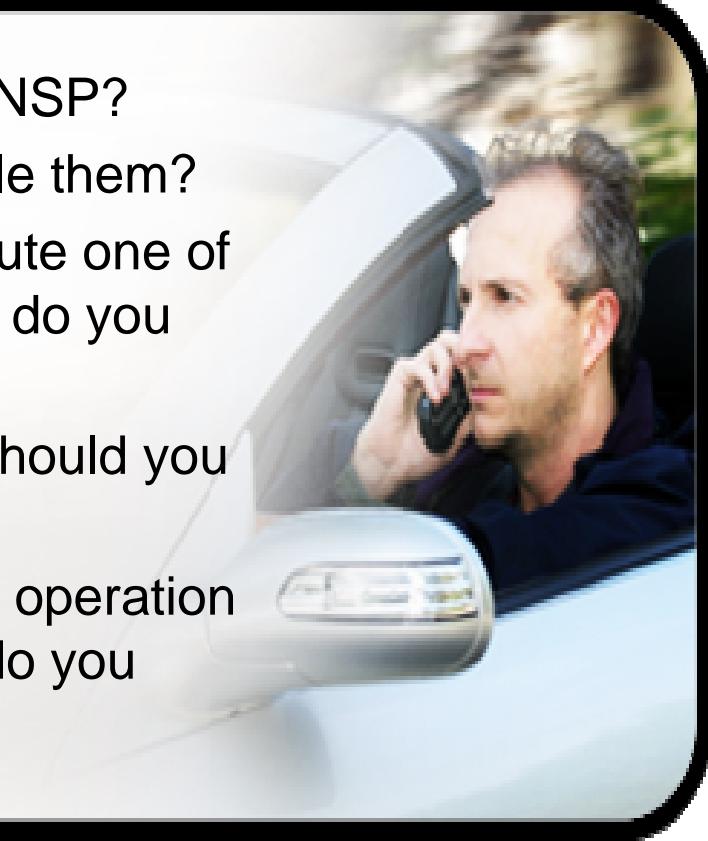
- Following a serious near-miss due to controller workload and poor coordination, a restriction has been in place for 5 months which has reduced capacity, and stopped incidents. The CEO of an affected airline asks you when you will remove the restriction.
- You are moving from two old ACCs to a single new ACC. Staff and unions have expressed concerns about safety impacts
- You are developing a 3rd Runway. Pressure groups are telling the media there are safety as well as environmental issues



Tactical Safety Intelligence

Being prepared, having the right knowledge to hand, reacting 'safely'

- What are the top five risks for your ANSP?
- What are the actions ongoing to tackle them?
- A state prosecutor decides to prosecute one of your controllers for an incident. What do you do?
- Under what contingency conditions should you shut down your airspace?
- One of your safety cases says a new operation is unsafe, but Ops disagrees – how do you query its results?



Keys to Tactical Safety Intelligence

- Knowing how Safety works in your ANSP - Systems & Processes
 - Safety targets, safety case approach, investigations, safety maturity, safety culture
- Knowing what the risks are
 - The risks based on hard data
 - Risks identified at the 'shop floor' level
 - The state of your safety culture
 - What your Safety, Operations, and Engineering Directors are concerned about

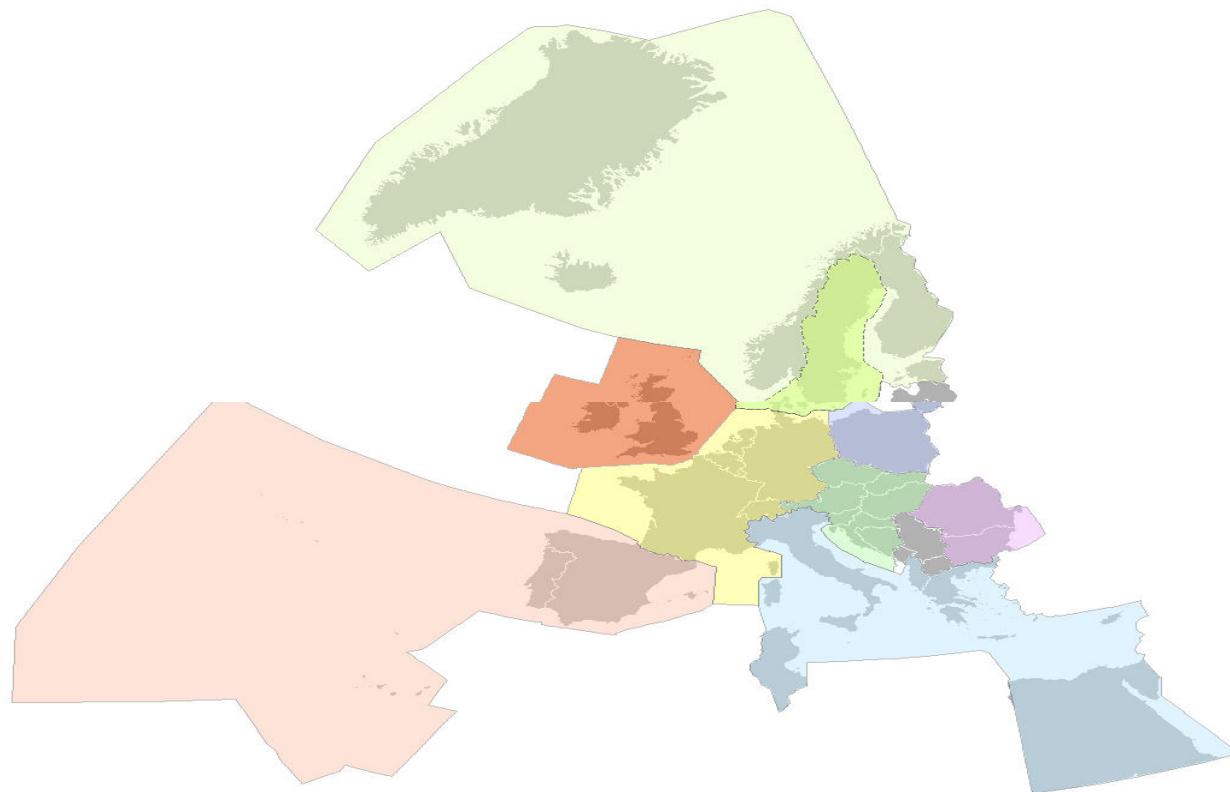


2.2 Strategic Safety Intelligence

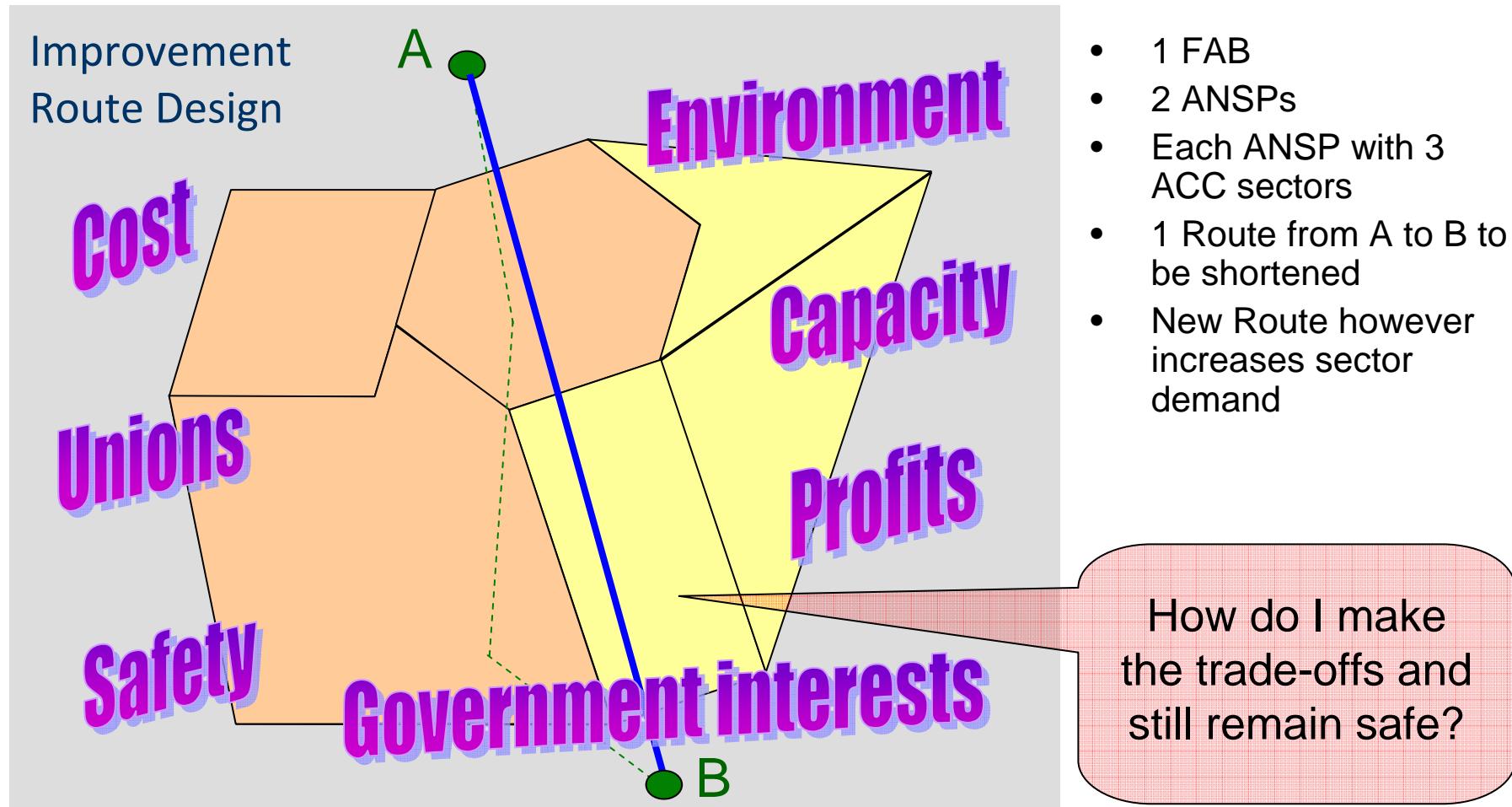
Balancing Safety with other KPIs



What are the safety issues for FABs? How are they balanced with other KPIs?



‘Strategic’ Safety Intelligence: *Balancing safety against other KPIs – achieving the ‘win-win’*



Safety Culture: 1986 - 2010

3. Safety Culture



Is safety the real priority?

Why bother with Safety Culture?



Find your real risks, stay open for business

Find out what people
really think about
safety



Some think of it as a
manager's insurance policy



What is Safety Culture?

**The way safety
is done around
here**

Commitment to safety

How safety is prioritised

Everyone in the organisation

Thinking Safety

Real Safety Culture, real safety issues.

- A controller makes a mistake, but no one sees it. Does he report it?
- A supervisor sees 'cowboy' behaviour by a controller, but the supervisor is no longer connected with the teams. Does he act?
- Two Department Heads (Ops & Eng) know their departments don't work well together. Do they ignore it?



The Safety Culture Process

- Preparation Meeting (Oct)
- Launch (Jan)
- Questionnaire (Jan)
- First Diagnosis (March)
-

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)



Example 'Board Level' Picture

1. Positive safety culture
2. 'Passion for safety'
3. High Risk Awareness
4. Involvement in Safety

5. Pace of change
6. Communications
7. Learning from incidents
8. Trust between Teams



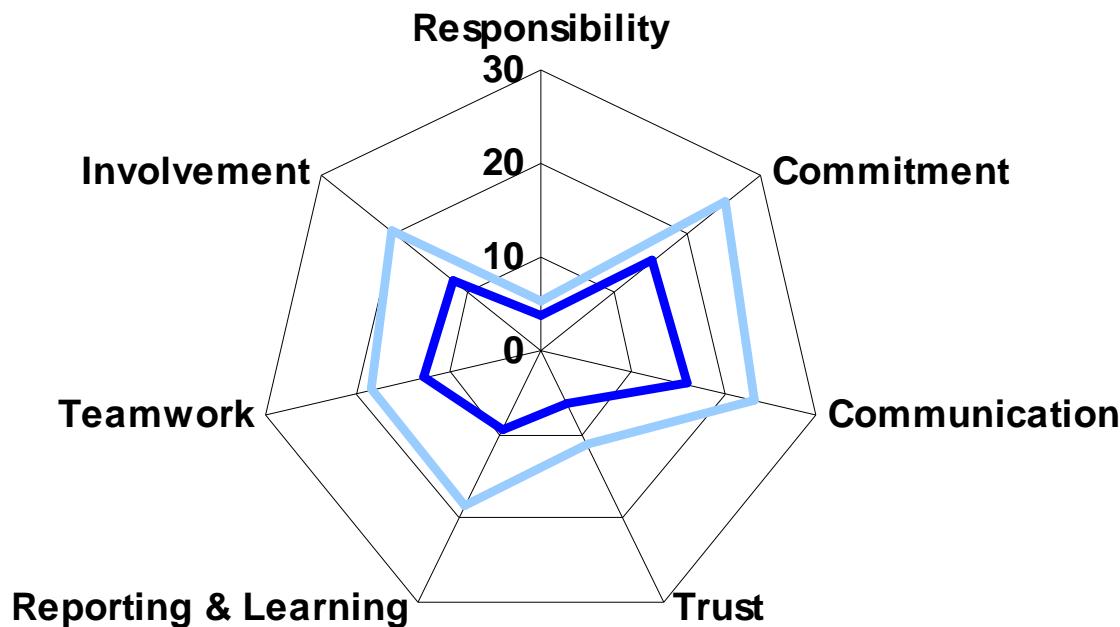


What does it lead to? Some examples...

- Determine top ten ‘hit-list’ of safety issues
- Develop a high-level safety strategy & safety plan
- Develop a Just Culture Policy for the ANSP
- Improve Communications on Safety Issues & Initiatives
- Increase Trust and Sharing of Safety Information across Teams
- Faster incident feedback to controllers – extend the process to maintenance engineers

Can we improve Safety Culture?

Reducing AVINOR's Negative Safety Culture 'Footprint'



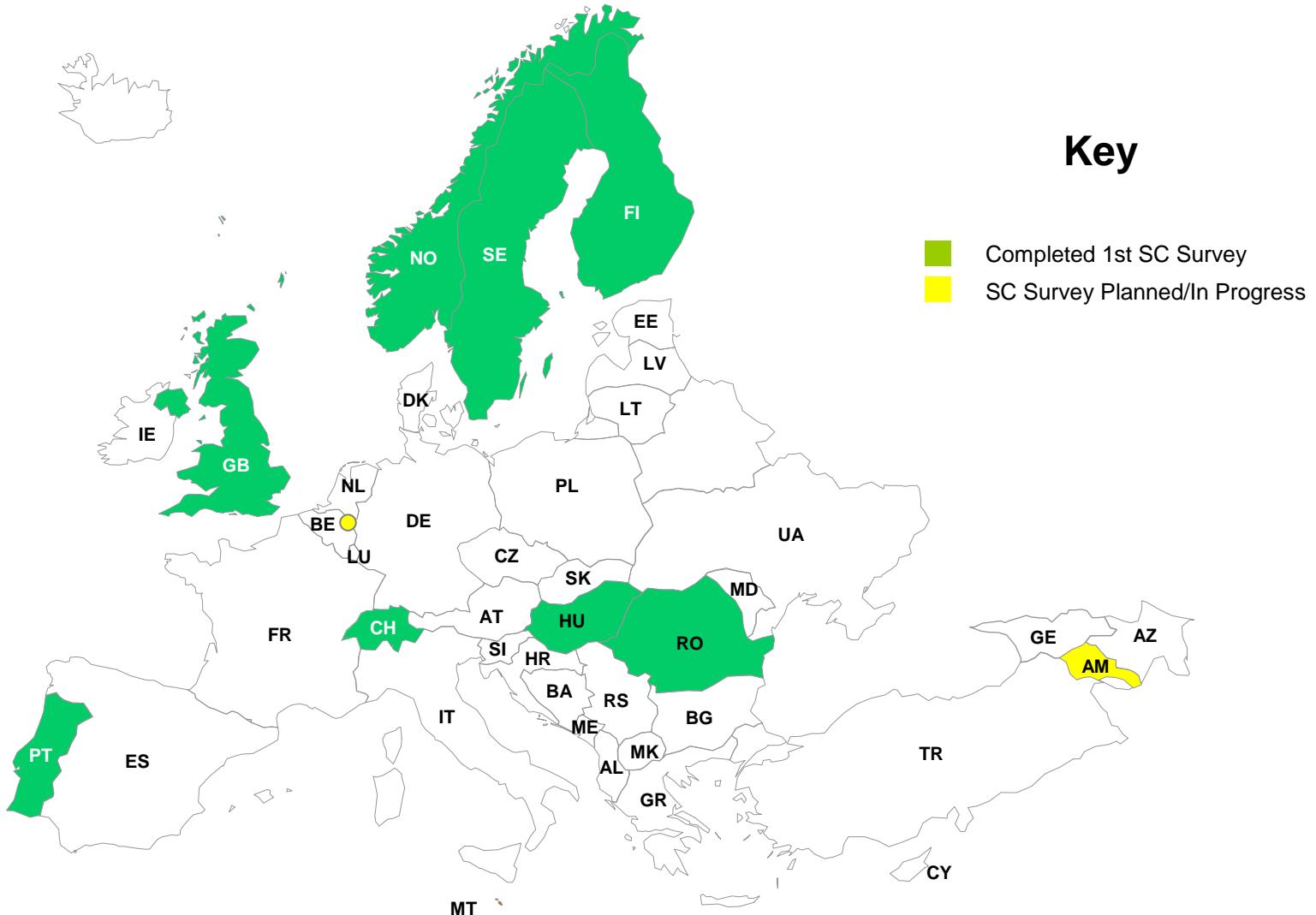
— 2007 — 2009

Centre = Good

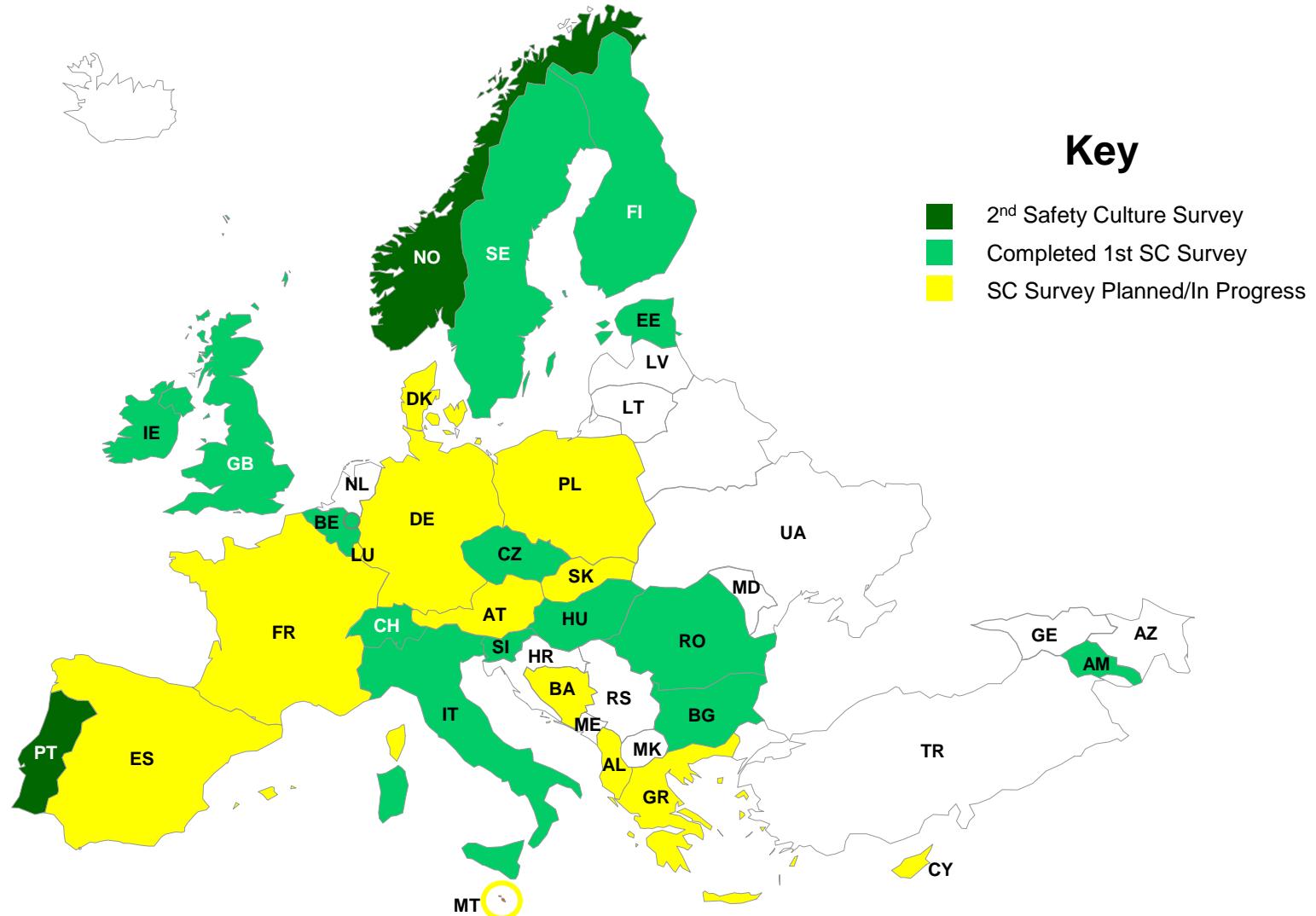




Safety Culture Progress 2008



Safety Culture Progress 2010



4. Safety Knowledge

Knowing what you need to know...



Safety Knowledge

Professor Rhona Flin:
“I’ve yet to see a MBA course with any safety training on its syllabus. We don’t train our industry leaders in safety...”





A CEO Safety Knowledge Checklist

- **LEGAL**

- Legal Responsibilities
- Regulatory Considerations
- **SAFETY PROCESSES**
- SMS & Safety Policy
- Just culture policy
- Safety Case Process
- What 'the numbers' mean
- Incident investigation process



- **SAFETY PERFORMANCE**

- Safety Maturity Score
- Safety Culture profile
- Unit Safety Case results
- Safety investment projects
- ANSP Top (safety) risks
- Risk-Reduction Performance
- Safety trends

- **UNDERSTANDING SAFETY**

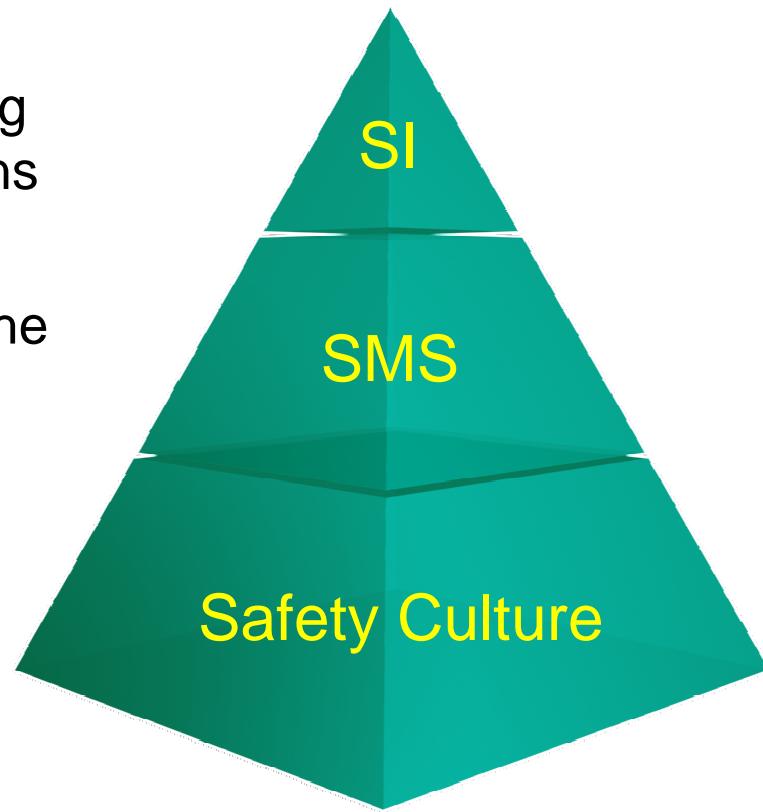
- Why incidents happen
- Human Factors & Safety
- Management contribution to risk (accident case studies)
- European (safety) risks & future Safety Issues (FABs, SESAR, etc.)

Summary: Where Safety Intelligence ‘Fits’

Tactical & Strategic – making key safety-informed decisions

Processes & Procedures – the ANSP’s safety *competence*

The ANSP’s *commitment* To safety, at all levels



Seven practical tips from Safety Directors

- Put safety first on the weekly meeting agenda
- CEO needs have a direct report from safety
- Know your top five risks and what is being done about them
- Involve safety at the start of projects
- Ask how your other directors are doing on the SMS
- Ensure Safety / Ops / Eng work well together, with support from HR & other directorates
- Understand your safety culture strengths and weaknesses



Thanks for your attention



Safety Intelligence is having the right understanding of safety at the top of the ANSP

- The CEO's attitude to safety affects others' attitudes and behaviours with respect to safety (*Safety Leadership & Culture*)
- It is knowing the right questions to ask, and what you can ask your safety director / manager (*Tactical Safety Intelligence*)
- It is knowing how to balance safety with other KPIs, including political pressures (*Strategic Safety Intelligence*)
- It is knowing that should an accident happen, you'll know what to say and do, and have the evidence ready that safety was prioritised appropriately (*Being Prepared*)



The Safety Intelligence Model (Fruhen & Mearns)

