

What best practices to adopt to break through in Safety Maturity

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Safety is good business

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Network Management Board



Why do we need effective Safety Management?

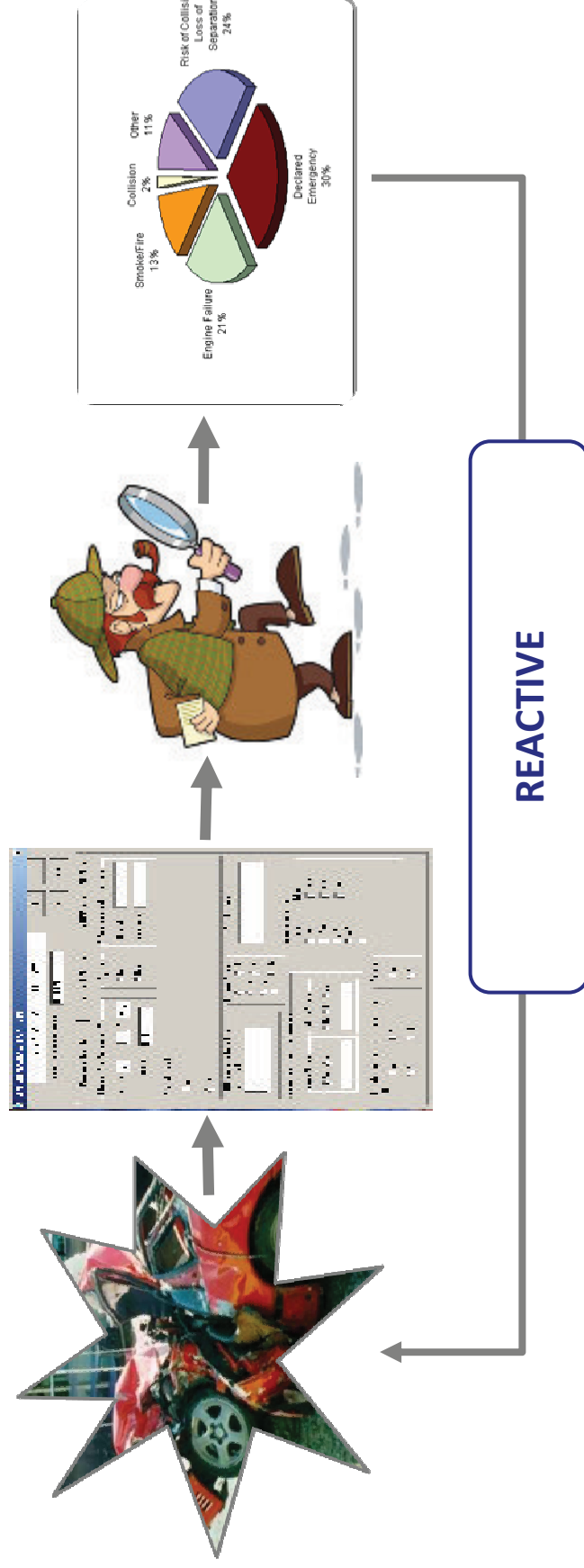
- ATM system is changing rapidly
- New Legal responsibilities and Regulatory requirements
- Continuous evolution in application of Safety management concepts and methodologies in the aviation system
- Repetitive, recurrent common cause accidents essentially eliminated.



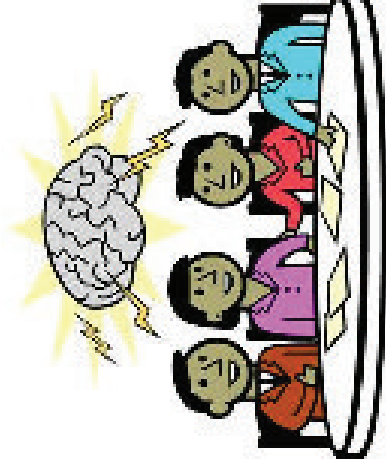
Existing Best Practices in Service Provision



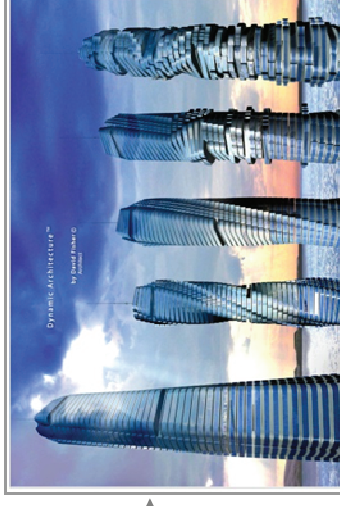
Investigation



Existing Best Practices in Service Provision



Risk Assessment



PROACTIVE

Existing Best Practices in Service Provision

Safety Surveys

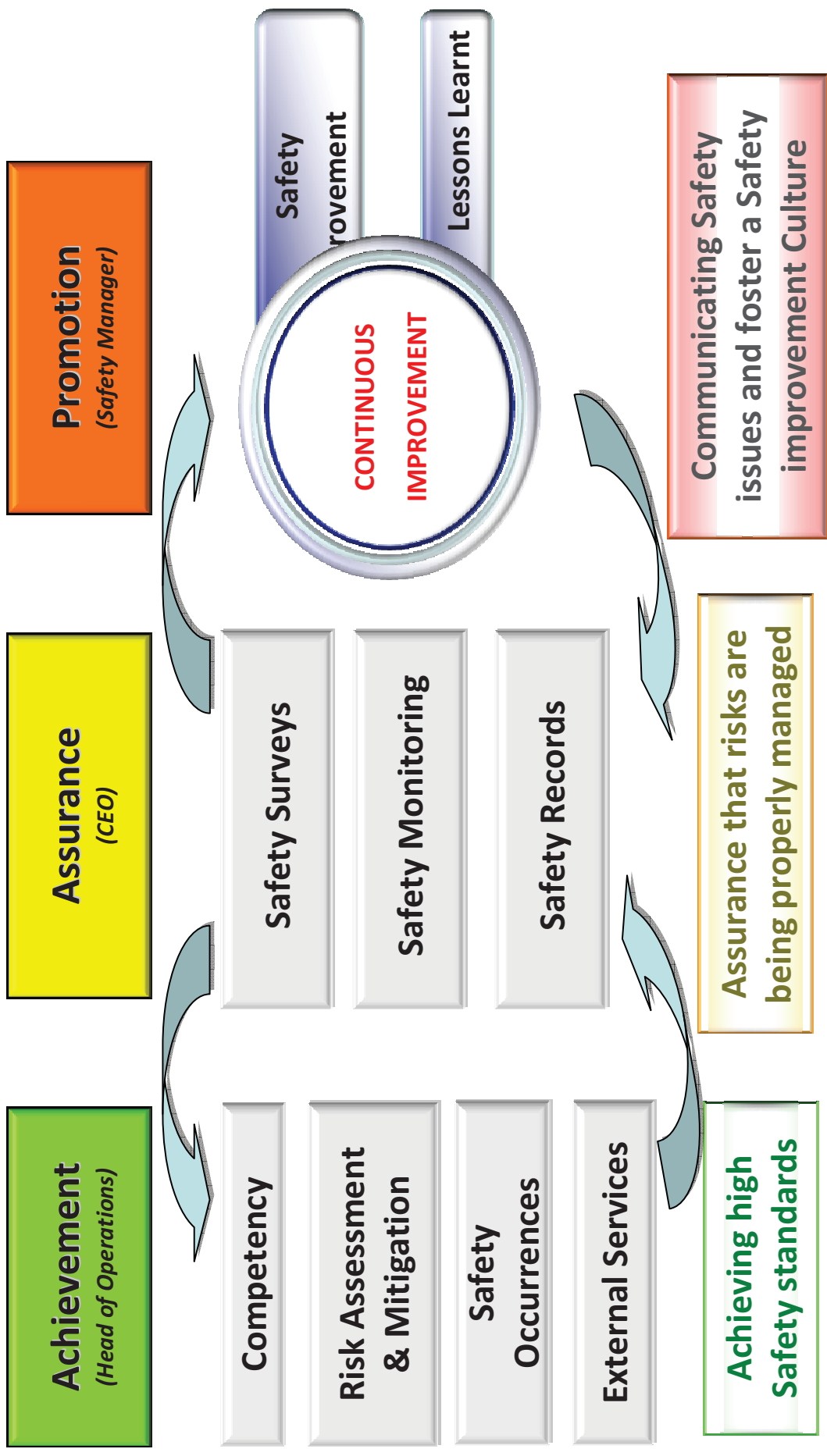


PREVENTIVE



Applied to all processes with
an adequate trade-off with
respect to the costs!

Safety Management Strategies



Safety is good for ATM business!

- The management of ATM services requires managing many business processes
- Safety Management is a core ATM business function and constitutes a management challenge
- Research shows that Safety and efficiency are positively linked
- The Safety Management is not only allowing ANSPs to accomplish their legal responsibilities but it is definitely providing significant business benefits.

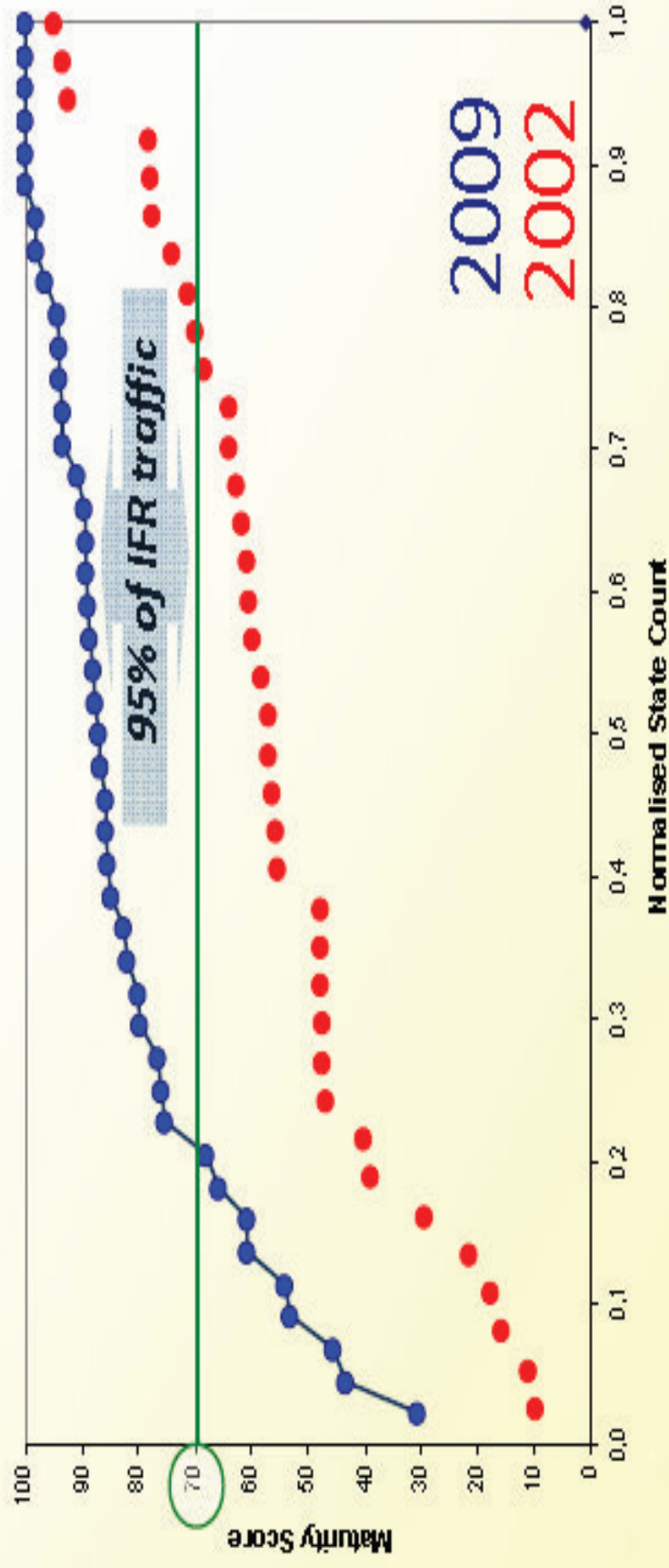
Business/Safety benefits

***You cannot buy Safety but you pay for it dearly
if you don't manage to have it
properly implemented!***



Achievements in Safety Maturity

ANSPs Average Maturity For All Study Areas



Unlike the previous years, 2011 Safety Maturity Survey is focused on performance and not on conformance with regulations, which makes it harder for an organisation to increase the score from one year to the next.

(Eurocontrol data)

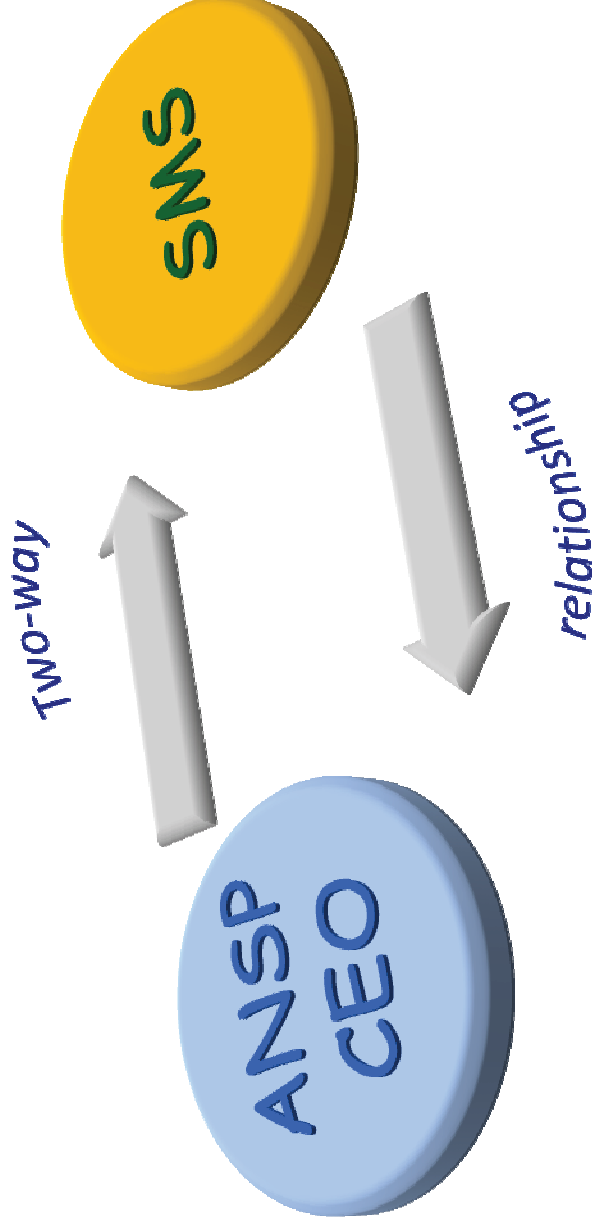
How SMS supports an ANSP CEO

- In general, an ANSP CEO wants to be sure that:
 - Services given to the Airlines are safe;
 - Government and Regulator are satisfied with the Safety levels of the ANSP;
 - General Public and Media are confident that the ANSP is safe.
- For doing that, an ANSP CEO therefore needs:
 - A reliable Safety Management System (SMS) with emphasis on the management elements;
 - A transversal SMS that covers all the ANSP safety-related activities;
 - A SMS that the CEO can fully trust;
 - A SMS that allows the CEO to make correct decisions for the future of Safety in his Organisation;
 - A SMS that provides a systematic way to manage risks and provide assurance risks are managed effectively.

To have a reliable SMS in place, reference Safety principles shall be:

How an ANSP CEO supports SMS

An ANSP CEO has to guarantee a positive Safety Culture throughout the Organization in order to allow the SMS to work properly.



Safety Culture is the main SMS enabler!

SMS Excellence Model



Safety Culture

Element: Development of a positive and proactive Safety Culture

Safety Policy

Element: Organisational and individual Safety Responsibilities

Safety Achievement

Elements:

- Safety Standards and procedures
- Competency
- Risk Management
- Safety Interfaces

Safety Assurance

Elements:

- Safety Reporting Investigation and Improvement
- Safety Performance Monitoring
- Operational Safety Survey and SMS Audits

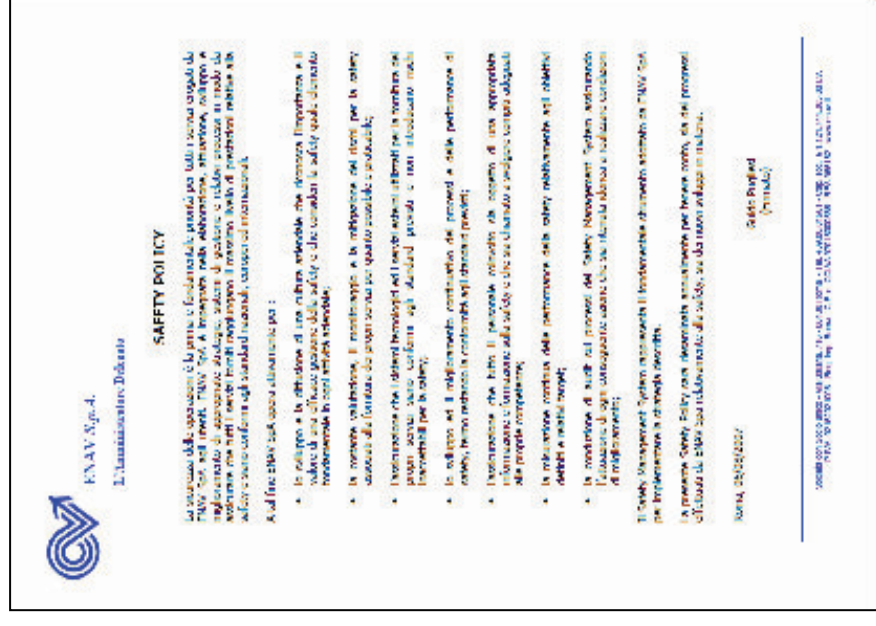
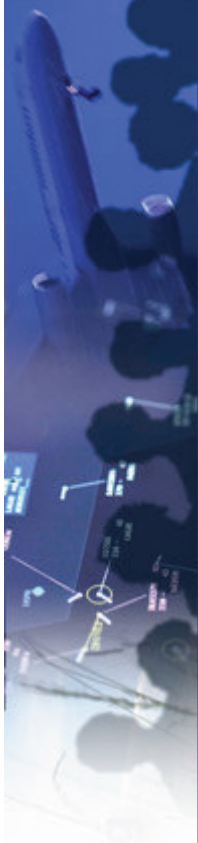
Safety Promotion

Elements:

- Adoption and Sharing of Best Practices

ENAV Safety Policy

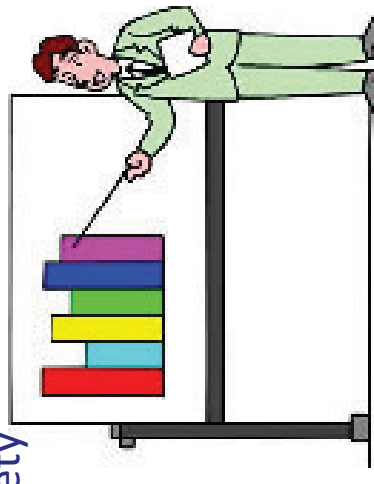
- Available since 6th of August 2007
- Establishes ENAV's Top Management commitment and objectives defining the approach to Safety Management
- Sets up the overall Safety Management framework, objectives and reference principles.



ENAV Safety Culture



- Safety Culture Survey carried out in collaboration with EUROCONTROL
- More than 2000 employees (Management, Operational, Technical, Administrative and ANS Training) from 13 different sites (HQ, ACCs, TWR) involved
- ENAV has:
 - defined a Safety Culture Action Plan addressing organizational priorities;
 - reviewed ENAV Safety Strategy including the priorities in the Safety Culture Action Plan articulating the improvement actions over a defined timescale;
 - identified individuals or teams with responsibility for implementation of the Action Plan.



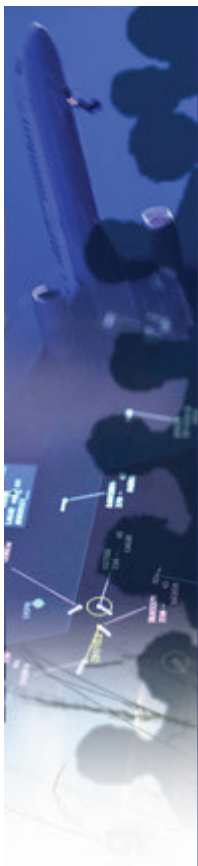


Top 5 Areas of Improvements

- **Awareness of the Safety responsibilities** and accountabilities of other people, especially outside one's *'own group'*;
- **Clarity about key Safety risks** across the organisation and awareness of strategies to deal with these risks;
- **Culture of refusal of potential deviations** from strict rule;
- **Involvement/coordination** in decision-making processes of staff and clear planning or status of projects (delays and just-in-time information);
- **Trust** in Safety processes (introduction of 'Just Culture' in the national legislation).



ENAV Safety Achievement

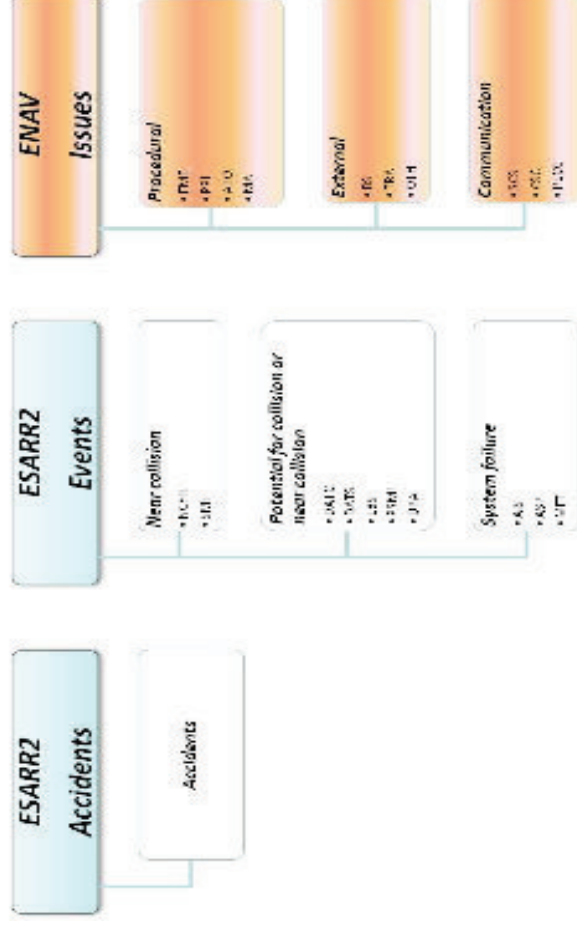


- **Safety Interfaces:**
 - Safety Manager;
 - Safety Review Committee;
 - Safety accountabilities and responsibilities;
 - Ad-hoc communication framework;
 - Dedicated resources allocation to Safety Management;
 - Training and competency assessment for all personnel assigned to Safety Management.
- **Transparent and open feedback process to support internally and externally lessons dissemination with all means**
- **ENAV's SMS meets the requirements set by EU Regulation**
- **Development and use of a Safety Risk Assessment Methodology compliant with EUROCONTROL SAM**
- **EUROCONTROL ASMT used for statistical analysis and the development of general indicators according to an ad-hoc policy compliant with Just Culture principles.**



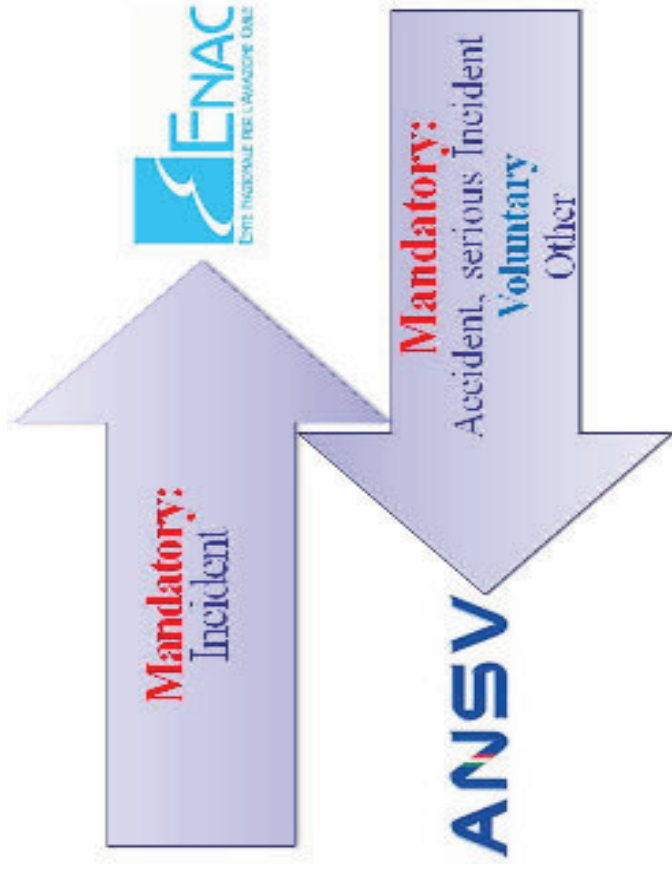
ENAV Safety Assurance (1/2)

- **Safety Reporting, Investigation and Improvements:**
 - Ensuring that ATM operational and/or technical occurrences are reported, investigated and any corrective action is taken;
 - ENAV Safety Report published quarterly.
- **Operational Safety Surveys and SMS Audits**
- **Extended use of ESARR2 APF (Aerospace Performance Factor) methodology to measure and monitor Safety performances.**



ENAV Safety Assurance (2/2)

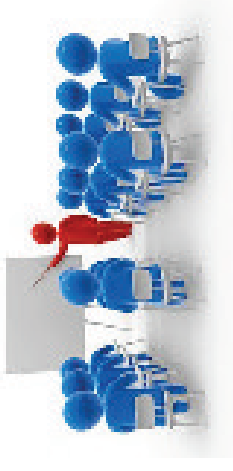
- Reporting channels:
 - **Internal:** Professionals
 - **External:** air@enav.it
- ENAV's Agreement with the Italian NSA (ENAC) and AAIB (ANSV) relieves professionals from any other obligation if they report internally
- Mandatory and voluntary reporting
- “Just” Safety Culture to encourage people to report
- Confidential and non-punitive (not easy-penal law)
- ENAV shares reports with ENAC and ANSV.



ANSV (AAIB): “**85%** of Italian aviation reporting comes from ENAV”

ENAV Safety Promotion

- Safety promoted as a core value with a Safety Bulletin that support a positive Safety Culture
- Periodic Safety briefings at management and operational level help to share best-practices at Company level
- Dedicated mailbox for any suggestion aimed at improving Safety management
- Local Operational Safety offices, reporting directly to Safety Division, support the gathering of Safety lessons learnt/best practices
- Periodic courses for Risk Assessors organized in order to train on:
 - ENAV's SMS procedures and applicable European Regulation
 - risk assessment methodology
 - practical and realistic risk assessment exercises
- ATCOs ab-initio/recurrent training encompassing an ad-hoc Safety training module.



Conclusions

- Safety Management is a core ATM business function and constitutes a management challenge for ANSPs
- Research shows that Safety and efficiency are positively linked
- SMS is definitely providing significant business benefits to ANSPs as it is an efficiency driver
- To get an effective SMS a cultural change in an organization is required
- In aviation Safety of operations shall be the objective behind every action and decision by both those who oversee procedures and those who carry them out
- The effectiveness of Safety Management by an ANSP shall be only achieved through the development of a positive and pro-active Safety Culture.



**Thank you for
your attention!**

Questions

