

# EUROPEAN ATM SAFETY - SAFETY CULTURE CONFERENCE

## **De-mystifying Safety Culture** 17-18 December 2008

Intercontinental de la Ville Hotel  
Rome





# **EUROPEAN ANSP CEO CONFERENCE**

**Exploring the added value of Safety Culture  
within ANSPs**

DE-MYSTIFYING SAFETY CULTURE



# MESSAGE FROM THE CHAIRMAN OF THE CONFERENCE

It is widely recognised that the existence of an appropriate and comprehensive Safety Management System (SMS) is necessary for maintaining and improving the safety of Air Navigation Services. ANSPs across Europe have been striving to meet the EC requirements to implement a robust SMS. But having an SMS is not an end in itself. **A Safety Management System will not assure safety if it is not used properly.** Thus all staff involved in the provision of ATM services need to be properly aware of its existence, understand its basis, and be motivated to use the SMS.

Awareness, understanding and motivation don't just happen. They are products of the Organisation's culture – something that is often taken for granted, but that has an implicit and very strong influence on the safe behaviour of employees. **Safety Culture** is a sub-dimension of the organisational culture – it refers to the level of commitment of the organisation to safety – and is a key driver of safety performance in the industry.

All Safety Culture pundits say that Safety Culture works best top-down. This conference will bring together CEOs of ANSPs from across Europe to discuss Safety Culture best practices, and to demonstrate **Leadership** and **Commitment** in this key area.

Safety should not be seen as a cost, but as an opportunity to achieve superior business performance. Good safety also drives good business outcomes.

A number of individual ANSPs, EUROCONTROL, FAA and CANSO are all now engaged in the area of Safety Culture. This CEO event will de-mystify the concept, explain the principal elements involved in the application of Safety Culture, and highlight its costs and benefits.

We look forward to seeing you on 17 – 18 December 2008 in Rome.

A handwritten signature in blue ink, appearing to read "David McMillan".

**Mr. David McMillan**  
Director General EUROCONTROL



# OBJECTIVES

The conference is intended for CEOs and Safety Managers of ANSPs.

It will focus on hearing from CEOs who have been through the Safety Culture process, who will explain why they got involved, and what they get out of it.

Participants will also hear from Safety Culture "Gurus" from other industries, to see what can be achieved, as well as pitfalls to avoid.

Specifically, we will:

- uncover the concept of Safety Culture and what it means;
- discuss current Safety Culture best practices;
- agree the steps needed to make ATM 'best in class' when it comes to Safety Culture.

# PROGRAMME

## DAY 1 – 17 December 2008

12:00 **Lunch**

13:15 **Welcome & Opening Remarks**

KEYNOTE SPEAKERS:

Mr. Nadio Di Renzo, Director General ENAV S.p.A, Italy

Mr. David McMillan, Director General, EUROCONTROL

**Safety Culture in ANSPs – the CEO's Viewpoint**

13:35 The NATS Perspective: Mr. Paul Barron, CEO

14:05 The AVINOR Perspective: Mr. Knut Skaar, COO

14:35 The NAV-Portugal Perspective: Mr. Jose La Cerdá, CEO

15:05 **Coffee break**

15:30 **Panel Discussion – Safety, CEOs and the Law – Problem or Partnership?**

An interactive session with leading members of the legal profession and Managers from ANSPs explaining how to deal with an accident. Facilitated by Mr. Kenneth Quinn, Pillsbury Winthrop Shaw Pittman LLP

17:00 **Safety Culture Strategic Vision for Europe**

Dr. Erik Merckx, Chairman of the EUROCONTROL Safety Team

17:20 **End of Day 1**

19:30 **Pre-dinner drink and networking**

Speaker – Professor Rhona Flin ***“Do Oil and Safety Mix? Lessons learned from a decade of Safety Culture in the Oil and Gas industry.”***

20:30 **Evening Dinner sponsored by ENAV**

## **DAY 2 – 18 December 2008**

09:00	<b>Round table discussions on key safety culture topics</b> <ul style="list-style-type: none"><li>■ FAA, FINAVIA, ROMATSA, skyguide, HungaroControl, ARMATS and others share their experiences</li><li>■ Why should we invest in Safety Culture?</li><li>■ How do we start?</li></ul>
10:30	<b>Coffee break</b>
11:00	<b>Round table discussions on key safety culture topics (Continued)</b> <ul style="list-style-type: none"><li>■ FAA, FINAVIA, ROMATSA, skyguide, HungaroControl, ARMATS and others share their experiences</li><li>■ Why should we invest in Safety Culture?</li><li>■ How do we start?</li></ul>
11:30	<b>Safety Culture in Low Cost Airlines – the easyJet Perspective</b> Mr. David Prior, Director of Safety and Security
12:00	<b>Moving Forward on Safety Culture</b> <ul style="list-style-type: none"><li>■ The Safety Culture Process</li><li>■ Getting Started</li><li>■ Next Steps</li><li>■ Constructive Partnerships</li><li>■ Support</li></ul>
12:30	<b>SASI Review and Priorities for 2009</b>
13:15	<b>Closure</b>
13:30	<b>Lunch</b>

## SPEAKERS/PANELISTS



**Mr. Nadio Di Rienzo**  
**Director General**  
**ENAV, S.p.A, Italy**

**Nadio Di Rienzo** has a Degree in Mathematics and began his career in Air Traffic Control in the 1970s gaining experience both in Air Traffic Control towers and Area Control Centres.

During the 1990s, in his job as Head of the Roma Area Control Centre (Roma ACC), he was active in the definition of the technical and operational requirement for the new Area Control Centre. He was involved throughout the project up to and including its final implementation which took place in 1999.

In 2002 Mr Di Rienzo became responsible for Air Traffic Services in Italy, and in May 2006 he was appointed Director General of ENAV.

In May 2007, he became Chairman of Techno Sky Srl, a ENAV owned Company in charge of maintenance of the national CNS/ATM infrastructure.



**Mr. David McMillan**  
**Director General**  
**EUROCONTROL**

**David McMillan** has been Director General of EUROCONTROL since 1 January 2008. He previously held the post of Director General of the UK Civil Aviation at the Department for Transport from April 2004. Prior to that he was Director of Strategy and Delivery, responsible for the Department's delivery agenda, business planning and relations with the EU.

David has had a long career in the Department and its predecessors having worked in aviation, integrated transport and Personnel. Key posts have involved a stint as Transport Secretary in the British Embassy in Washington DC; acting as the Secretary of State's Press Spokesman; setting up the NATS public private partnership; and securing the replacement of Railtrack by Network Rail as the UK's rail infrastructure provider.

David started his career in the Diplomatic Service, serving in Morocco and Zimbabwe. He has a degree in French and Spanish from Edinburgh University.

**Mr. Paul Barron CBE**  
**CEO**  
**NATS, UK**



**Paul Barron** was appointed Chief Executive Officer of NATS in June 2004.

He was previously UK President of ABB Alstom Power, Managing Director of Alstom Transport UK, and became President of Alstom UK in 2000.

Paul is a former Director of UK Trade & Investment, a body co-sponsored by the DTI/ FCO to assist the export of UK business, a past member of the UK Task Force on Competitive-ness and a former Chairman of the Energies Industries Council. He was formerly Chairman of the Motorsport Development Board, set up by the DTI in 1993 to retain the UK's technical expertise in this area.

Paul started his working life as an engineering apprentice, working through the ranks to become Managing Director of Ruston Gas Turbines, a position he held for 15 years.

In 2000, Paul was awarded a CBE for services to the gas turbine industry.

Paul is currently a member of the CANSO Executive Committee.

**Mr. Knut SKAAR**  
**Chief Executive**  
**Air Navigation Services**  
**AVINOR, Norway**



**Knut Skaar** started his aviation career in 1978 with the Norwegian Royal Air Force in the Air Defence Operation Center outside Bodoe in the north of Norway. Two years later he enrolled as a student air traffic controller at Bailbrook College, Bath, UK.

After fifteen years in various positions in air traffic control at Bergen Airport, the last one as general manager of ATC, he moved his career to the Avinor HQ in Oslo. There he has held several positions, such as Senior Advisor of Strategy, Head of International Relations, and Director of Air Traffic Management, until his current position managing the largest division in the Avinor group.

In addition to his aviation competence, Knut has a diploma in general business economics from the Norwegian School of Economics and Business Administration, and later specialised in strategy and change management. Knut has also studied law and art history at the University of Bergen.

**Mr. José La Cerdá**  
CEO  
NAV-Portugal



**José La Cerdá** worked as an air traffic controller at Lisbon ACC - Tower, Approach and Area from 1978 to 1995, following which he became an Assessor and then Project Manager on the Getalis Project (the new Lisbon ATC system).

Following the separation of the Airports and the Air Navigation Services and the foundation of NAV Portugal, José was nominated for the first Administration in January 1999 until May 2004.

In October 2007, he was again invited to be part of the NAV Portugal administration.

José is also the Portuguese representative on the High Level Group for the concept and regulation of the Single European Sky.

**Mr. Antonio Guerra**  
NAV-Portugal  
Portugal



As an air traffic controller, **Antonio Guerra** has spent 29 years working at Lisbon ACC – Tower, Approach and Area.

His current role is as Head of Safety Operational Performance and Human Factors Division at NAV-Portugal, a role he has occupied since 1999.

Antonio is also a member of a number of international groups: the Human Resources Team and the Training Focus Group of EUROCONTROL; the International Critical Incident Stress Foundation (ICISF); the SAFFEE Club; the TRM Users Group; an associate member of EAAP (European Association for Aviation Psychology) and an associate member of EA-OHP (European Academy of Occupational Health Psychology).

**Mr. Kenneth Quinn**  
Co-Leader  
**Pillsbury Winthrop**  
**Shaw Pittman, LLP**



**Mr. Quinn** is co-leader of Pillsbury's top-ranked aviation practice. For the third year in a row, the Chambers USA 2008 Guide again singled out Mr. Quinn for praise and ranked Pillsbury's aviation practice as "National, Tier 1." He represents airlines, aerospace companies, airports, security companies, on-line travel companies, global distribution systems, banks, private equity and hedge funds, and aircraft lenders/lessors in a variety of regulatory, litigation, acquisition, antitrust, enforcement, legislative, product liability, and criminal matters.

Mr. Quinn is General Counsel of the Flight Safety Foundation, and Editor-in-Chief of The Air & Space Lawyer. He is a Fellow of the Royal Aeronautical Society and Editor of Annals of the Air and Space Law of McGill University. He is a Director of the International Aviation Law Institute of DePaul University and Director of the International Aviation Club. He formerly served as FAA Chief Counsel and counsellor to the Secretary of Transportation during the first Bush administration.

He received his B.S. in Finance from Northern Illinois University and his Juris Doctor with honours from DePaul University College of Law where he served as Editor, DePaul Law Review.

**Mr. Simon Foreman**  
Partner  
**Soulez Larivière &**  
**Associés**



**Simon Foreman** graduated in international law from the University of Paris in 1985, joined Soulez Larivière in 1988 and became a partner in 1993.

Aviation has always been an important activity of the firm, with clients such as the French Civil Aviation Authority (DGAC) and the Snecma group.

Together with the team of Soulez Larivière, Simon Foreman has acted for French and foreign companies, equipment manufacturers, aircraft lessors, insurance companies, airport authorities, air traffic controllers and government agencies. His fields of activity have included product liability, commercial disputes, contracts, liens, airworthiness regulation and, when relevant, criminal liability (especially in cases of aircraft accidents). He mainly does litigation and has also occasionally acted as arbitrator.



**Mr. Sean Gates**  
**Senior Partner**  
**Gates and Partners**

**Sean Gates** specialises in aerospace insurance, reinsurance and liability issues including disaster management and preparedness, and insurance coverage and policy issues. He has acted for airlines and their insurers as lead counsel in respect of several of the most important aviation disasters of the past 30 years. Sean is currently directing the disaster management of the aftermath of the Gol Airlines Boeing 737-800 loss which occurred in Brazil in September 2006, and the Helios Airways Boeing 737 crash outside of Athens in August 2005.

Since 1998, Sean has been the Legal Adviser to the International Union of Aviation Insurers, an organisation comprised of the world's leading aviation insurers, whose members write 90% of the worldwide aerospace insurance. Sean represents the IUAI at meetings for the proposed replacement for the Rome Convention on Surface Damage; and was the principal Observer at the Montreal Convention in 1999. As Legal Adviser, Sean is in the unique position to report on developments in the insurance world for the benefit of his airline clients.



**Mr. Gerard Forlin**  
**Barrister**  
**2-3 Gray's Inn Square**  
**UK**

**Gerard Forlin** was educated at the LSE and Trinity Hall Cambridge, is a barrister at 2-3 Gray's Inn Square and is widely accepted as a leading expert in the field of regulatory crime, public Inquiries and Inquests.

He was called to the Bar in 1984. Previous Senior Crown Counsel in Hong Kong. He has undertaken disaster cases all over the world and acts in large scale fraud and conspiracy charges, all regulatory crime, disaster litigation, corporate manslaughter, Health & Safety, environmental issues, inquests and Public Inquiries. He is standing Counsel to many plcs, government departments and trade unions both in the UK and abroad and acts for numerous local authorities.

He is the general editor of *Corporate Liability: Work related deaths and criminal prosecutions* (Lexis Nexis) and is an authority for numerous articles and chapters in books. He regularly appears on television and radio as an expert and lectures and consults all over the world.

**Mr. Roderick van Dam**  
**Head of Legal Service**  
**EUROCONTROL**



**Roderick van Dam** (LLM International Law and Air and Space Law) started his career at the Netherlands Department of Civil Aviation (RLD) where he headed the Legal and Institutional Affairs Division until 1990, when he joined ICAO as a Senior Legal Officer in the Legal Bureau. In 1995 he was appointed Head of Legal Service of the European Organisation for the Safety of Air Navigation (EUROCONTROL) in Brussels.

He has published numerous articles on Air and Space Law related subjects; *inter alia*, in *Air and Space Law*, *ICAO Journal*, *Revue Française de Droit Aérien et Spatial* and *McGill Annals of Air and Space Law*.

He is a guest lecturer at the International Institute of Air and Space Law of Leiden University and regularly teaches on Air and Space law subjects at a number of postgraduate courses. He has been the rapporteur to the ICAO Legal Committee for the creation of the 1988 Montreal Protocol on Acts of Violence against International Aviation.

Roderick van Dam is a Member of the International Advisory Board of the International Institute of Air and Space Law of Leiden University, a Member of the Board of Editors of the Annals of Air and Space Law of McGill University and a Member of the Brussels Branch of the Royal Aeronautical Society.

He is presently actively involved in a number of EUROCONTROL activities in the legal and institutional domain such as the provision of ATM in Europe in the context of ICAO and the EC Single European Sky legislation, ATM liabilities, Functional Airspace Blocks, Cross Border Service Provision, GPS and Galileo and developments in the aviation safety domain such as the creation of a Just Culture concept.

**Mr. Urs Ryf**  
**COO skyguide**  
**Switzerland**



**Urs Ryf** started his career as a fighter pilot and flight instructor for the Swiss Air Force in 1986 and worked his way up to becoming Squadron Commander F/A-18.

In 2000, he joined skyguide as an Integration Manager, and currently holds the post of COO where he is responsible for the provision of all Air Traffic Management Services. Urs is also a member of the BoM.

He has an MA in Economics from the University of Berne, and an Executive Aviation MBA from Concordia University, Montreal, Canada.

**Mr. Massimo Garbini**  
**COO**  
**ENAV, Italy**



**Massimo Garbini** Massimo Garbini started his career in the Italian Air Force in 1979 as an Air Traffic Controller and worked in all ratings (TWR, APP Radar, Area Radar Control). He joined ENAV in Rome's Area Control Centre in 1991.

In 2002 he became ATC Manager in Bologna and the following year became ATC Manager of Malpensa TWR. In 2004, Massimo became Director Airport Operations of ENAV and from 2006 has been Director of Operations in ENAV. Since 2007, he has been Chairman of the OCG (Operations Coordination Group).

**Mr. Bogdan Donciu**  
**Director**  
**Air Navigation Services**  
**ROMATSA**  
**Romania**



**Bogdan Donciu** was appointed Deputy Director General of Operations for ROMATSA in March 2008. He previously held the post of Director General of Romanian Civil Aviation in the Ministry of Transport (from 2006-2007), and prior to that, his key posts were that of CEO and President of ROMATSA Board of Administrators (from 2004-2005), and Director of the Safety and Quality Division.

Bogdan started his career in civil aviation in 1994 as an area air traffic controller. In the Operations room he acquired a first-hand ATS background and instructional experience until 2000, when he moved to the Safety and Quality Division of the Romanian ANSP, first as a safety and quality expert, and then promoted to the position of Director of Safety and Quality Division.

Bogdan holds a B.S. degree in Automatics and Computer Science, and has completed numerous ATM occurrence investigation and safety and quality management courses, both in Romania and abroad.

In 2004 he was awarded the National Order "Faithful Service" of Romania.

**Dr. Erik Merckx**  
Chairman  
EUROCONTROL  
Safety Team



**Erik Merckx** was born in 1952 in Antwerpen, Belgium.

He holds a Doctor in Sciences degree and took up various senior manager and director posts in the chemical industry (1983-1998) before joining civil aviation.

He was Board member of Belgian Air Navigation Service Provider BELGOCONTROL in 1999, after which he took up the function of Vice-President Business Excellence in this organisation till the end of 2002. His accountability primarily included change management, including performance management, quality management and safety management.

In 2003, he joined the EUROCONTROL Agency as Head of the Safety Enhancement Division, where he launched a number of ATM Safety Programmes, such as the SSAP (Strategic Safety Action Plan) and ESP (European Safety Programme for ATM). These programmes provide an answer to a number of safety management issues and safety risks, and drive solutions forward together with the Air Navigation Service Providers and Airlines.

Since 2006, Erik is Deputy Director ATM Programmes and keeps an overall high strategic safety level for the EUROCONTROL Agency and its Stakeholders. He is also the chairman of the EUROCONTROL Safety Team.

**Professor**  
**Rhona Flin**



**Rhona Flin** (PhD, FBPoS, FRSE) is Professor of Applied Psychology and Director of the Industrial Psychology Research Centre at the University of Aberdeen. She leads a team of psychologists conducting research on human performance in high risk industries and healthcare. Her group's projects include studies of leadership, safety climate, team skills and decision making in aviation and energy industries.

In 2006, she was awarded the Roger Green Medal for Human Factors from the Royal Aeronautical Society. She is currently studying surgeons', anaesthetists' and nurses' non-technical skills and safety climate in hospitals and is leading the Scottish Patient Safety Research network which was established in 2007 ([www.spsrn.ac.uk](http://www.spsrn.ac.uk)). Her latest book is Safety at the Sharp End: A Guide to Non-Technical Skills (with O'Connor & Crichton, Ashgate, 2008).

**Ms. Joan Devine**  
**ATO Safety SSIA**  
**FAA**



**Joan Devine** leads Safety Culture research for the Joint Planning and Development Office, Safety Working Group, and has recently published a Safety Culture Improvement Resource Guide for this multi-agency group charged with planning the next generation air transportation system in the U.S.

She is co-lead of the Safety Action Plan 15 Working Group, which operates under the FAA/ EUROCONTROL Memorandum of Cooperation. She is also co-lead of the CANSO Safety Culture Working Group, which is developing tools for ANSPs around the globe to improve Safety Culture.

Joan joined the FAA in 1997, where she has led several user teams in independent assessments of new systems being deployed for air traffic control. These assessments evaluate the safety and operational readiness of the systems and are used by FAA management for national deployment decisions.

**Mr. Samuli Haapasalo**  
**President and CEO**  
**FINAVIA**  
**Finland**



**Samuli Haapasalo** is a Master of Laws degree and is trained for the bench.

He has been President and CEO of FINAVIA since 2005.

Previously Samuli worked at the Ministry of Transport from 1986. He was appointed as Governmental Counsellor and director of the business operations and ownership control unit from 1992–2000; and department head, chief director at the Ministry of Transport and Communications from 2000–2005.

Samuli was a member of FINAVIA's Board of Directors from 1991–1993 and from 1994–1996. He also served as a member of the Board of Directors of the motor register centre Autorekisterikeskus, VR-Group Ltd, Finnish Motor Vehicle Inspection Ltd, Finnair plc and Itella (Finnish Post Corporation).

**Mr. Janne Enarvi**  
**Director of Safety**  
**and Quality**  
**FINAVIA**  
**Finland**



**Janne Enarvi** trained as an air traffic controller and worked at Helsinki-Vantaa from 1981–1987.

He was head of department (air traffic control / operational office) from 1991–1996; quality manager of the air navigation services department in 1997; and was appointed Director of Safety and Quality, FINAVIA in 2006.

**Dr. Laszlo Kiss**  
**CEO**  
**HungaroControl**  
**Hungary**



**Dr. Laszlo Kiss** holds a Doctorate of Law and is CEO of HungaroControl Air Navigation Services and a member of the executive board.

Prior to this appointment, he was Director General of Civil Aviation Hungary (from 1999-2006); worked at the Air Traffic and Airport Administration in the ANS Department (from 1982-1999) and worked as a controller before this.

Dr. Kiss has held a number of international commissions, e.g. President of ECAC from 2003 – 2006; Vice President of the Provisional Council of EUROCONTROL from 2002 – 2005; and has been a member of the Provisional Council since 2000.

Previous corporate commissions include: Member of the executive board of Budapest Airport from 2002-2005; member of the executive board of Malév Hungarian Airlines; and member of the supervisory board of Malév Hungarian Airlines.

**Mr. Mihaly Kurucz**  
**HungaroControl**  
**Hungary**



**Mihaly Kurucz** started his career as an air traffic controller in 1984 for HungaroControl in Budapest and is now the Director of ATM Safety Department.

He actively participates in the EUROCONTROL Safety Team and is a member of CANSO's Safety Standing Committee and the European Safety Directors Working Group.

**Mr. Eduard Pilosyan**  
Director for  
Development and Policy  
ARMATS  
Armenia



**Eduard Pilosyan** has master degree in mathematics. He took up various technical and managerial posts in computer and software design and development (1978-1992) before joining civil aviation. He is the author of 7 scientific publications.

Eduard was the head of the ATM Department and Board member of Civil Aviation Authority of Armenia (GDCA, 1994-2004), and the founding director of Armenian Air Navigation Service Provider ARMATS in 1997. He managed the development and implementation of the new Armenian regulatory framework in ATM based on ICAO SARPs, EUROCONTROL ESARRs and EU Regulations, comprising the Aviation law, the Air-space Management Regulations, the Safety Regulatory Requirements and others.

In 2004, he joined ARMATS as Director for Development and Policy. His accountabilities include the safety and quality management and the coordination of strategies and development programs of the company. In particular, he has worked on the development and implementation of SMS, including the promotion of Safety Culture at the different levels in company and in CAA.

**Mr. David Prior**  
Director of  
Safety and Security  
easyJet



**Captain Dave Prior** is currently Director of Safety and Security for easyJet Airline Company. He previously held the post of Regional Manager (Operations) for the United Kingdom Civil Aviation Authority.

During his time at the CAA, Dave led the ground icing safety initiative. He was part of the NASA led team responsible for producing the first ever online ground icing training aid. He produced the Ice Aware educational film for the CAA and has since gone on to produce other aviation related educational materials. In keeping with his desire to further aviation safety he is actively involved in the Europe-wide development of safety management. As part of this work he is Co Chair of the EASA ECAST SMS Working Group and is also a member of the Airbus led initiative on risk management techniques. During his time as a line pilot and training captain with Air UK and KLM UK he was involved with the introduction of TCAS into the airline, he was also one of the company aviation security trainers working closely with various security agencies.

In addition to the 'day job' Dave is also a current pilot and enjoys flying the A319. Dave started his career in the Royal Navy and has a Bachelor of Arts Degree.

**Dr. Barry Kirwan**  
Head of Research  
EUROCONTROL



**Dr. Barry Kirwan** has been leading the Safety Culture work in EUROCONTROL since 2003. Formerly Head of Human Factors in NATS (UK), he joined EUROCONTROL in 2000 and has been leading Safety Research activities at the Experimental Centre in Bretigny, France, focusing on enhancing safety in the short and mid-term.

In part he draws his experience of Safety Culture from former Safety and Human Factors positions in Nuclear Power and Offshore Oil and Gas industries. He is also an international expert in human error and reliability prediction, and advises the nuclear industry in this area, as well as adapting such methods to Air Traffic Management.

He is co-chair of FAA-EUROCONTROL Action Plan 15 on Safety Research, where Safety Culture is one of the current main topic areas.

**Mr. Tony Licu**  
European Safety  
Programme for ATM (ESP)  
Programme  
Manager



**Tony Licu** has both an ATC operational and engineering background (master degree in avionics). In the past, he has worked with both the service provider organisation and with the safety regulator (ROMATSA the Romanian Service Provider and Romanian Civil Aviation Authority).

He joined EUROCONTROL's Safety Regulation Unit in 1999 where he was responsible for several ESARRs (EUROCONTROL Safety Regulatory Requirements) namely with ESARR 2, 5 and 6 development, maintenance and/or promotion.

He has managed the Strategic Safety Action Plan and since February 2006 is responsible for the European Safety Programme for ATM (ESP) implementation. He has particularly worked on Just Culture with the aim of clarifying and promoting the concept.

**Mr. Anthony Seychell**  
**Safety Expert –**  
**SASI Coordinator**  
**EUROCONTROL**



**Anthony Seychell** is an experienced ATM safety expert having both ATC operational and engineering background. He worked previously at Malta Air Traffic Services in a variety of posts, the last being that of Safety Manager. In addition, he has a wide appreciation of flight safety management issues and principles.

Tony joined the EUROCONTROL Safety Security and Human Factors Division in February 2007 as a Safety Expert and in May 2007 was appointed as Coordinator of SASI (Support to ANSPs for SMS Implementation) programme, part of ESP Activity Field 1 and providing support to ESP Activity Fields 3 and 5.

**Dr. Frederic Lieutaud**  
**Safety Expert**



**Dr. Frederic LIEUTAUD** is an experienced ATM safety expert. He has led various projects in the ATM and Space domain within EUROCONTROL, the European Commission, the Agency for the Safety of Air Navigation in Africa and Madagascar (ASECNA), the European Space Agency (ESA) and the French National Space Centre (CNES). He has been involved in EUROCONTROL's SASI programme from early 2004 and strongly contributed to the development of the EUROCONTROL Generic Safety Management Manual (EGSMM). He provides support to ANSPs that are implementing Safety Management Systems (SMS), Safety Assessment and Surveys.

Frederic is the EUROCONTROL Project Manager of the Automatic Safety Monitoring Tool (ASMT). He is also a Safety and Quality lead auditor.

## LIST OF ATTENDEES

Name	Job Title	Organisation	Country
Mr. Gerard FORLIN	Barrister	2-3 Gray's Inn Square	UK
Mr. Juan Alberto COZAR MALDONADO	Director Safety, Quality, Security and Certification	AENA	Spain
Mrs. Rosa ARNALDO	Safety Manager	AENA	Spain
Mrs. Carmen LIBRERO	Director of Air Navigation	AENA	Spain
Mr. Lubos HLINOVSKY	Chief Financial Office	ANS of Czech Republic	Czech Republic
Mr. Jiri NEDOMA	Chairman of the Supervisory Board	ANS of Czech Republic	Czech Republic
Mr. Eduard PILOSYAN	Director for Development and Policy	ARMATS	Armenia
Mr. Eduard MUSOYAN	Director General	ARMATS	Armenia
Mr. Knut SKAAR	Chief Executive Air Navigation Services	AVINOR	Norway
Mr. Sverre QUALE	Chief Executive	AVINOR	Norway
Mrs. Anne CHAVEZ	Safety Manager	AVINOR	Norway
Mr. Angel RACHEV	ATSA Deputy Direction General Operations	BULATSA	Bulgaria
Mr. Nedyalkov PETKO	Director Sofia ACC	BULATSA	Bulgaria
Mr. Emil ABDULLAYEV	Safety Expert	CAA Azerbaijan	Azerbaijan
Mr. Alexander TELEGIN	Chief of SMS Office	CAA Azerbaijan	Azerbaijan
Mr. Tomislav MARINKOVIC	Deputy Director for ANS	CAA Bosnia & Herzegovina	Bosnia & Herzegovina
Mrs. Selma HODZIC	Coordinator of International Relations and Cooperation	CAA Bosnia & Herzegovina	Bosnia & Herzegovina
Mr. Djordje RATKOVICA	Director Geneal	CAA Bosnia & Herzegovina	Bosnia & Herzegovina
Mr. Dejan TODOROVIC	Director	CAA (Republic of Srpska)	Bosnia & Herzegovina
Mr. Evangelos ANTONOPOULOS	Safety Manager	CAA Cyprus	Cyprus
Mrs. Anna KOUVARITAKI	Safety Management Office	CAA Greece	Greece
Mr. Richard J. SCHOFIELD	Head of External Safety NATS, CANSO Safety Manager	CANSO	UK
Mr. Drazen RAMLJAK	Director General	Croatia Control Ltd	Croatia
Mr. Dragan BILAC	Head of Safety and Quality Dept	Croatia Control Ltd	Croatia

Name	Job Title	Organisation	Country
Mr. Leonidas LEONIDOU	Director	Department of Civil Aviation	Cyprus
Mr. Dieter KADEN	Chairman and CEO	DFS	Germany
Mr. Hans Jurgen MORSCHECK	Director Corporate Safety & Security Management	DFS	Germany
Mr. Marc HAMY	Director of Air Navigation Services	DGAC	France
Mr. David PRIOR	Director of Safety and Security	easyJet	UK
Mr. Simon STEWART	Captain	easyJet	UK
Mr. Massimo GARBINI	Director of Operations	ENAV SpA	Italy
Mr. Nicola AMENDOLA	Institutional Affairs Office	ENAV SpA	Italy
Mr. Roberto DI CARLO	Safety Manager	ENAV SpA	Italy
Mr. Alessandro DI GIACOMO	Head of External Relations	ENAV SpA	Italy
Mr. Giancarlo FERRARA	Head of ENAV Experimental Centre	ENAV SpA	Italy
Mr. Giulio GAMALERI	External Relations Office	ENAV SpA	Italy
Mr. Bruno NIEDDU	President	ENAV SpA	Italy
Mr. Loris PADELLA	Head of Technical Department	ENAV SpA	Italy
Mr. Iacopo PRISSINOTTI	Head of International Activities	ENAV SpA	Italy
Mr. Corrado RUGGIERI	Head of Institutional Affairs	ENAV SpA	Italy
Mr. Carlos SALAZAR	Brussels Office	ENAV SpA	Belgium
Mr. Angelo UMILIO	Chief Operational Safety Dept.	ENAV SpA	Italy
Mr. Antonino VECCHIO DOMANTI	Head of Administrative Department	ENAV SpA	Italy
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## ADDITIONAL INFORMATION

### **Further information on EUROCONTROL's safety activities and Safety Culture**

<http://www.eurocontrol.int/esp>

<http://www.eurocontrol.int/safety>

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