

SASI WS 03-09

OBSERVATIONS FROM AN ON-SITE COACHING SESSION



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Brief Description

Small ATSU

Low Traffic

Young Surveyor, done IANS
Course

1st time doing survey 'alone'

Independent from surveyed
unit.

Surveyor from HQ but with ATS
background

What Went Well 1/2

Not Aggressive – questions asked at the right pace and tone

Structured and Coherent approach - did not jump from one topic to the other

Good Timing

Good questioning attitude

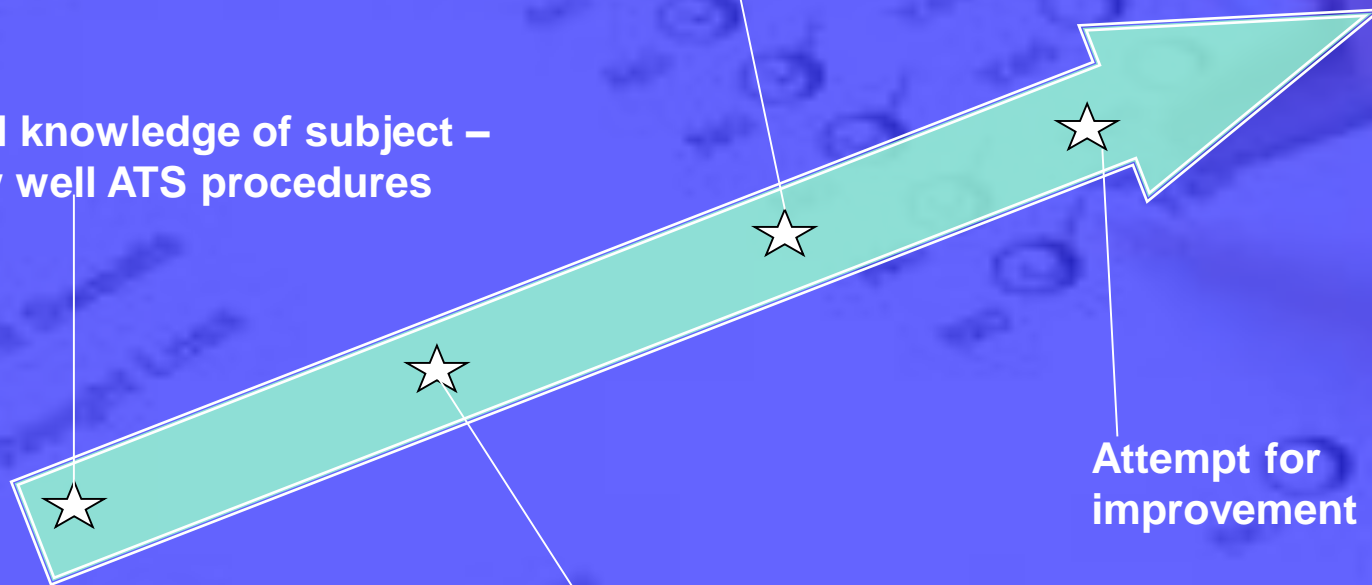
- did not sit behind a table (unconscious barrier between him and the interviewee)
- used a good mixture of types of questions – open, directive, closed and the occasional suggestive one, to try to obtain the required information



What Went Well 2/2

Open Minded – did not debate with interviewee

Good knowledge of subject –
knew well ATS procedures



Good listener

- attentive
- avoided interrupting the speaker

Attempt for
improvement

Areas For Improvement 1/3



🚩 Question preparation

- More in-depth questions needed
- Need to understand what's the purpose of question to make sure to get the necessary information.

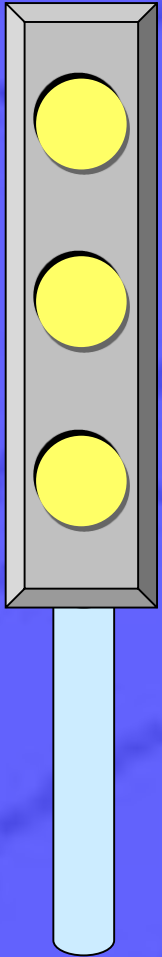
🚩 Identification of evidence needed

- At times did not ask for supporting evidence or
- did not ascertain the document quoted actually existed and contained the desired information.

🚩 Follow through of argument in depth until

- the required and right information
- evidence found.

Areas For Improvement 2/3



🚩 Duration of interview

- interviews tended to overrun
- Interviewees sacrificed part of their break
- Not fair to take longer than agreed
- Difficulties in the Ops Room possible as the relievers do not show up on time.

🚩 Location of interview (Tower VCR)

- Familiar surroundings put interviewed ATCOs more at ease, but distraction by the working ATCO
- Also distraction to the duty ATCO
- Recommended to find a quiet and relaxed place to conduct the interview. If any of the evidence required not at hand, then make a note about it to check it later.

🚩 Avoid Rhetorical questions

- No added value.

Areas For Improvement 3/3



Briefing and de-briefing

- No introduction or explanation
- No debrief at the end
- Didn't explain how information given would be used.



Attempt to have full picture (not a check on compliance with procedures)

- HVAC
- Fire protection
- Lighting
- furniture
- general aspect of the room (e.g. does air-conditioning drip over equipment, data lines and electrical lines close to each other, enough working space near equipment)
- what kind of documentation is available.

Coaching Report

Scope

- Documentation
- Rostering
- Normal operations
- Contingency plans
- Work organisation/practices
- Competency and training
- Relations with technical staff
- Other relationships
- Safety management

- Report
- Executive Summary (including recommendations)
- Objective Survey of ATC Unit, Surveyor Coaching, Survey Awareness
- Scope, ATC Unit
- Mission Planning
- ANSP Briefing & Awareness, Session
- Review of ANSP Survey Procedure
- Questionnaire Review
- On-Site Survey (Briefing, Survey, Coaching, Debriefing)
- Overall Debriefing (Survey & Coaching)
- Findings & Recommendations
- *Table of Recommendations*
- *Annex/Appendix (e.g. Questionnaire, List of Documents checked, evidence presented)*

Coaching Report

- **What Went Well**

- Structured and Coherent approach
- Good questioning attitude
- Not aggressive
- Good Timing
- Good knowledge of subject
- Open-minded
- Good listener
- Attempt for improvement

- **Areas Of Improvement**

- Question preparation
- Identification of evidence needed
- Duration of interview
- Location of interview
- Follow through of argument in depth until evidence could be found
- Avoid Rhetorical questions
- Attempt to have full picture (vision and area surveyed)
- Briefing and de-briefing

Survey Report Outputs - Rationale

- What is being done well
- Areas that require improvement - Not non-conformities or non-compliance
- Immediate short-term actions required to safeguard the systems safety integrity levels.
- Recommendations for a medium and long-term plan to address system issues
- Recommendations will not necessarily be based on evidence of non-conformities as an audit would require, some recommendations may originate from observations and be elaborated on expertise and refer to best practice