

CEO ATM SAFETY CONFERENCE

“ATM Safety Performance: Do you know how to interface?”

Limassol, 28 and 29 February 2012

Summary of thoughts

Value is more important to our customers than pure cost reduction.

The Safety Management is not only allowing ANSPs to accomplish their legal responsibilities but it is definitely providing significant business benefits.

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

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.

SMS is definitely providing significant business benefits to ANSPs as it is an efficiency driver.

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.

NSAs to create a single point of contact per FAB.
FABs to create a single safety management system.
ANSPs to start the process.

You can't decree a FAB Safety Culture.

A Common Safety Culture develops through common projects and concrete cooperation.
A common safety culture requires an open and transparent climate among ANSPs.
NSAs can help... but there's also a risk that an action from NSAs be an obstacle to ANSP cooperation.

CEO Perspective on FAB Safety

- Do we have any new risks?
- Are there any safety benefits to be gained?
- Will it cost more or less than before?

Dialogue between NSAs and ANSPs is very important. Situation is improving but still need to encourage more dialogue. Making life easier for NSAs makes life also easier for ANSPs.

Go and seek out safety targets. Safety needs to be built in targets.

Need to educate NSAs on how ANSP SMS prioritises matters and draws up action plans.

Acknowledge cultural differences.

Need to speak with one voice

- Internally CEO + SM same view
- Nationally ANSP + NSA/Regulator
- FAB level All FAB members (ANSP, NSA)

To address matters to EC/EASA and also to propose solutions. We need to make our own future by influencing new rules and regulations.

SMS is not point of arrival, it is starting point. As soon as you implement SMS you have to think about its maintenance.

CEOs need to push politicians to implement Just Culture.

Network Manager to keep top priority in ANSPs Safety Culture measurement.

2 other key priorities are as follows:

- the input in the development of the Safety KPIs for RP2 (ANSPs and NM to speak with one voice)
- the need to reinforce the interface between regulators and service providers at all level National, FAB and Network.

The overall network performance of European Sky is a strong political objective.

To achieve Network Performance objectives an efficient safety management is needed at network level.

The ES2 (Experience Sharing to Enhance SMS) planning of the year 2012 is as follows:

THEMES	CONTENT	TARGET AUDIENCE	DATES	LOCATION
<i>WS 1-12 FAB Performance Monitoring</i>	Daily performance to Annual performance RAT, APF, ASMT, Maturity, Training, interface between ANSPs and NAAs	Safety WP Leaders, Projects Managers, Safety Managers, Safety Specialists (OPS & TECH), NAA, EC, EASA, PRU	09-10 May	Zagreb Hosted by CROCONTROL (TBC)
<i>WS 2-12 FAB Just Culture</i>	Just Culture, Regulatory framework, Reporting & Investigation, Exchange of data, Training aspects, interface between ANSPs and NAAs on Just Culture	Safety WP Leaders, Projects Managers, Safety Managers, Legal experts, Lawyers, Judicial authorities, NAA, EC and EASA	19-21 September	Istanbul Hosted by DHMI
<i>WS 3-12 FAB Safety Survey</i>	Safety Surveys: Operational survey and day to day operations, Technical survey, Building survey, Safety Culture Survey. Training aspects of Safety Surveys	Safety WP Leaders, Projects Managers, Safety managers, safety Specialists (OPS & TECH), EASA	20-22 November	Luxembourg IANS/DNM Training - Hosted by EUROCONTROL
<i>WS 4_12 CEOs Meeting Focus on preparation of RP2</i>	Annual [ES] ² Report & Priorities for 2013 FAB lessons learnt, Issues & Concerns, Implementation Status, Preparation to the RP2 second ref. period and Safety Culture	CEOs, Projects Managers, Safety Directors, Safety Managers, OPS Directors.	Date TBD Feb/Mar 2013	Bled Hosted by SLOVENIA CONTROL

Conclusions and next steps

Tony Licu
Head of Safety Unit
Directorate Network Manager
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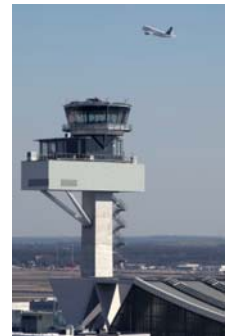


The European Organisation for the Safety of Air Navigation



Facing the challenges

- Setting strategic safety goals and measures needs to be realistic enough
- Safety action plans at unit level for improvements and risk mitigation
- Adhering to safety requirements
- Safety-assessed ATM technology
- Contributory factors
- Cultural differences
- Temptation of benchmarking



Dieter Kaden - DFS
28.02.2012 - Network Manager

ES2 W54 - CEOs ATM Conference - Limassol 28-29 Feb. 2012

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Facing the challenges

■ Harmonization of specific applicable rules and procedures needs to be a continuous process, due to:

- external factors:
- objective factors at national level:
 - different legal and institutional frameworks;
 - language differences;
 - differences between the necessary resources;
 - variation in time between what is needed and what is available in terms of resources at NSAs level;
- Time interval for consultation is very limited (3 months within EASA);

Network Manager

European ATM Safety Conference, Limassol, CYPRUS, 28-29 February 2012
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Communication
is the key

...will be good if:

- one party knows what the other needs, and if
- it is structured and consistent



Most practices listed in the Report are in one or the other way linked to the above

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Politically or Business driven targets?

- Politically driven change through legislation [SES and EASA]
 - **Good:** Achieves a level playing field across Europe
 - Better standardisation for Airlines
 - **Bad:** Makes us expensive compared with some parts of the world
 - One size does not fit all



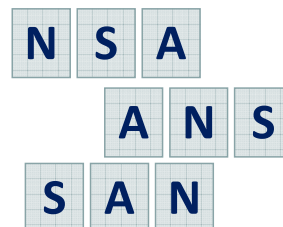
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Key letters for ATM Safety



NSA + ANS P(artnership) = SAN
Safe Air Navigation

Network Manager

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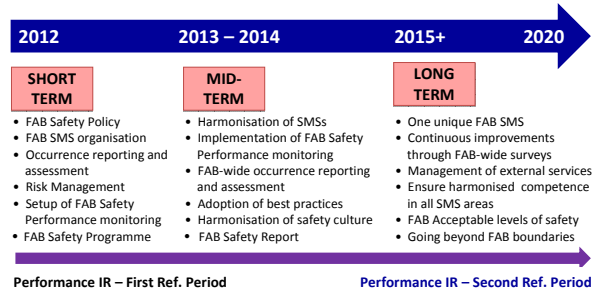
SMS Roadmaps in FABs

- Common safety policy;
- accident/incident investigation arrangements; safety data collection, analysis and exchange;
- clear arrangements in respect of responsibilities, interfaces in respect of
 - setting of safety targets,
 - safety oversight,
 - accompanying enforcement procedures;
- harmonisation of SMS activities;
- performance of all necessary safety assessments (e.g. before introducing operational changes)
- appropriate safety assessment documentation („safety cases“)



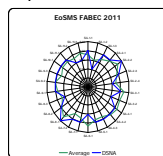
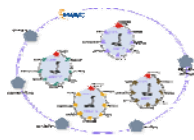
FAB SMS roadmap...

...action plan aligned with the reference periods of the performance regulation...

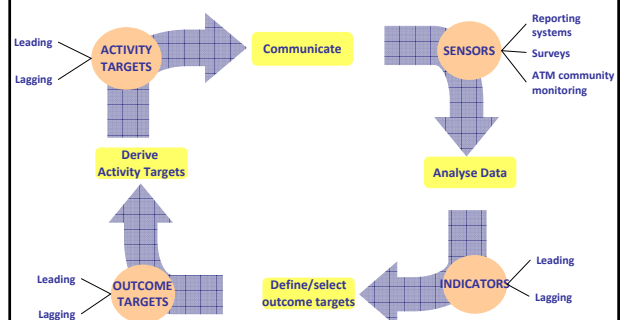


Building a common safety culture

- Exchange of safety data :
 - Safety events
 - Lessons learnt ?
 - Recommendations ?
- Safety performance measurement and improvement
 - Automatic reporting
 - Robust indicators
 - Needs to be based on a mature just culture at ANSP level and at NSA level



Safety Monitoring Loop



Safety to-do list

- EC to integrate safety as a performance indicator
- NSAs to create a single point of contact per FAB
- FABs to create a single safety management system
- ANSPs to start the process
- all of us to live and practice safety



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
- 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.

Conclusions

- 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
 - We need to keep the pace to complete all the Safety Culture measurements by end of 2013;
 - Will need to start looking at multi-culturalism in FABs and across FABs
- 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



Interface SP / Reg in Europe is complex

- National : NSA / ANSP & Airports
- Regional : FAB
- Network : EC & EASA / Network Functions



This complex structure must be

- Workable
- Focus on main risks
- Ensure separation
- Interact proactively
- Develop a strong safety culture

Deployment

[ES]² 2012 Programme

FOCUS ON FAB

SMS from the local perspective to the FAB

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