

# SQS Newsletter



## The commitment to Safe OPS

As an organization we have the responsibility and commitment to be an air navigation services provider of excellence. This commitment depends upon our ability to continually improve the quality of the services we deliver. However, safety comes first; our Safety Policy states that the achievement of acceptable safety in ATM shall be afforded the highest priority over commercial, operational, environmental or social pressures.

With this approach, we established a comprehensive Safety Management System (SMS) based on the best European practices and supported by a strong safety culture philosophy. In the European framework we are moving forward, results of the Eurocontrol /CANSO Safety Maturity Surveys confirm this. In terms of safety management maturity, we are well above the acceptable target level of 70%, and this reflects our commitment to safety.

Our objective is to continue achieving compliance with all applicable safety regulatory requirements and to strive, whenever practical, to go beyond compliance. Our mission is to ensure that we operate to the highest international aviation safety, quality and security standards. Our clients do not expect less and we are obliged to meet their aspirations.

The SQS strategy centers around our goal to implement a continuous Safety Improvement process that will focus safety efforts on assuring that the occurrence trend in Key Risk Areas does not increase and, where possible, decrease. We are also committed to assure that every proposed change to the MATS ATM system is safety assessed. We will not sit on our laurels and are actively working on identifying the top 5 safety risks for our organisation. It is a continuous improvement process with identified objectives that we strive to achieve. This will only be accomplished by the support and commitment of all MATS employees.

Safety is the first priority of every single employee at MATS. No one should think otherwise. Together we will strive to manage safety to the highest international safety standards. This is our objective and I am confident that each of us supports this righteous initiative.

To achieve these goals MATS has a safety team composed of dedicated individuals from the Operational and Technical section. This year a safety representative was appointed in the FDSU and lately another representative was appointed for the Admin section. This was done to ensure that all sections of the organization are represented within the SQS function.

I am sure that together we will continue to meet and improve our objectives to achieve a service delivery of excellence.

**F. Bezzina SH-SQS**



### Definition:

“ A culture in which front line operators or others are not punished for actions, omissions or decisions taken by them that are commensurate with their experience and training, but where gross negligence, wilful violations and destructive acts are not tolerated. “

## The Just Culture Principles

“People make errors, which lead to accidents. Accidents lead to deaths. The standard solution is to blame the people involved. If we find out who made the errors and punish them, we solve the problem, right?

### Wrong.

The problem is seldom the fault of an individual; it is the fault of the system.

Change the people without changing the system and the problems will continue.” *Don Norman*

The following terms relate to the Just Culture Policy :  
SLIPS, LAPSES, MISTAKES, VIOLATIONS.

SLIP: A human error brought about unintentionally.

LAPSE: Unintended failure to act.

MISTAKE: Intended action giving a result different from expectations.

VIOLATION: Deliberate act against a law , agreement or principle.

Results based on the Eurocontrol Safety Culture Survey 2011 held at MATS

### Management & Staff understand the need to report incidents in order to improve safety



- Strongly disagree
- Disagree
- Neither
- Agree

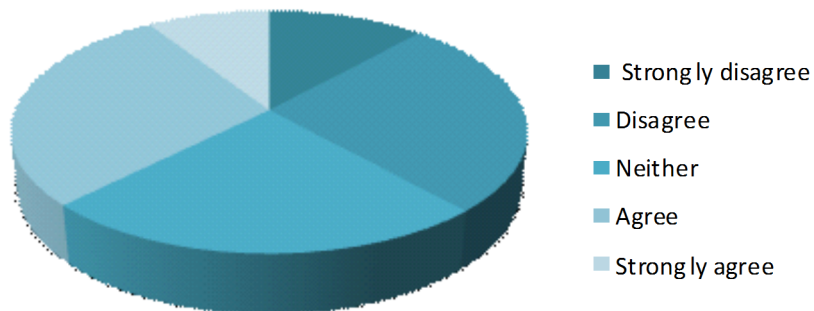


## Why do we have to report Occurrences?

The main objectives of occurrence reporting are:

- ◇ To find any defects or shortcomings in the system
- ◇ To detect trends of any repeated occurrences and determine the root cause of the problem
- ◇ To recommend corrective and preventative measures
- ◇ To disseminate lessons learnt

**Staff are willing to report safety incidents and occurrences because they know they will be treated in a just and fair manner**



Results based on the Eurocontrol Safety Culture Survey 2011 held at MATS

*“Safety Occurrence Reporting aims to improve safety of aircraft operations by timely detection of operational hazards and system deficiencies. It plays an essential role in accident prevention enabling the identification of appropriate remedial actions by prompt analysis of safety data and by the exchange of safety information. “*

## ESARR 2 describes an ATM Occurrence as follows:

Those situations where the ability to provide safe ATM services is affected, including situations where, by chance, the safe operations of aircraft has not been jeopardized. This shall include the following occurrences:

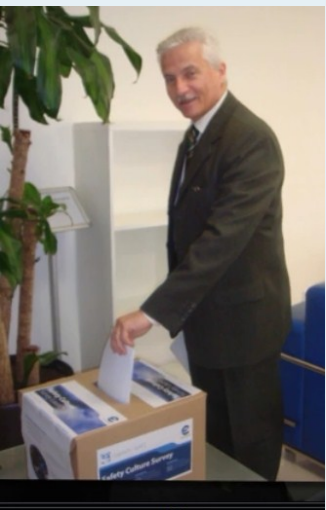
### Inability to provide :

- Air Traffic Management Services
- Air Traffic Services
- Airspace Management Services
- Air Traffic Flow Management Services



### MATS Safety Culture Survey

The total number of staff that replied to the survey questionnaire amounted to **98.4%**.



## SQS Objectives 2012/ 13

- ◆ Review and improve the Occurrence analysis, mainly feedback process
- ◆ To provide Safety Awareness training to all MATS staff
- ◆ Feedback by email on all conducted Safety assessments to ATCOs, ATSEPs and FDSU staff
- ◆ Achieve ISO certification for the MATS administration section
- ◆ Identification and analysis of the MATS 5 Top Risks
- ◆ Implementation of the recommendations that resulted from the Safety Culture Survey conducted by Eurocontrol
- ◆ Road map to introduce Key Performance Indicators for Safety
- ◆ Prepare metrics for Safety Key Performance Indicators for the performance scheme

## Safety Culture

What is Safety Culture ?

A simple definition of safety culture is :

*"the way we typically do things around here in a safe manner".*



Employees filling questionnaire during Safety Culture Survey organised by Eurocontrol

When incidents occur in the workplace it is important to understand what factors (human, technical, organizational) may have contributed to the outcome in order to avoid similar incidents in the future. An organization's safety culture is ultimately reflected in the way in which safety is managed in the workplace.

Factors that contribute in establishing a good safety culture in an organisation are:

Attitudes;	<i>Personal and organisational</i>
Environment;	<i>Workplace</i>
Systems;	<i>Equipment and Processes</i>



# MATS Safety Committee (SAFCOM)



SAFCOM Meeting

The objective of the Safety Committee is to promote co-operation between management and staff in instigating, developing and carrying out measures to improve the safety level of the services provided by MATS.

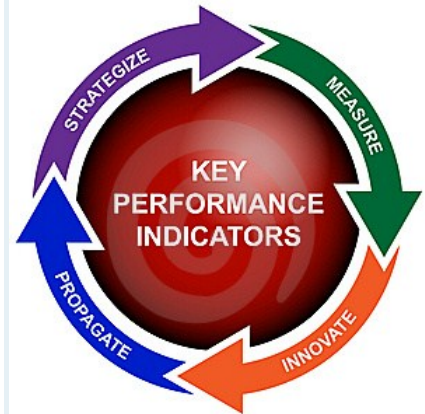
At the end of each SAFCOM meeting the CEO will be provided with a set of actions and recommendations agreed by the team.

Functions carried out by the Safety Committee:

- ◆ Study statistics and trends of accidents and safety occurrences and make recommendations for corrective action
- ◆ Examine safety audits conducted internally and by 3rd parties. Examine survey report and discuss/propose recommendations
- ◆ Receive reports and factual information provided by Senior Head SQS and make comments
- ◆ Comment on proposed new and amended procedures
- ◆ Monitor the effectiveness of the safety content of staff training and make recommendations

Members making up the team include:

- ◆ Chief officers , Senior Heads and Heads
- ◆ The ATCO , ATSEP association representatives
- ◆ An Operational safety representative from each section
- ◆ Senior Head SQS or his delegate



## Key Performance Indicators *Risk Analysis*

- ◆ Risk Analysis Tool (RAT)
- ◆ Eurocontrol / Canso annual safety maturity survey
- ◆ Ensuring full application of Just Culture
- ◆ Completion of the updated Occurrence Reporting Investigation Process



## **MATS Safety Surveyors & Auditors :**

### **Operations:**

Mark Attard,  
Mario Portelli,  
Adrian Vassallo.

### **Technical:**

Joe Aquilina,  
Vince Preca,  
David Vella.

### **Surveyor:**

**Admin:** Doratianne Abdilla.

**FDSU:** Charles Chetcuti.

## **MATS OSRs :**

### **Operations:**

Joe Farrugia,  
Lino Tong,  
Patrick Scicluna,  
Ramon Vella Bamber.

### **Technical:**

George M. Azzopardi,  
Norman Bonello,  
James Spiteri,  
Joseph Vella.

## **MATS**

## **Internal Investigators :**

### **Operations:**

Brian Attard,  
Renald Galea,  
Antoine Sciberras,  
Andre Scicluna.

### **Technical:**

Arrigo Borg,  
Alfred Cuschieri,  
Martin Lia.

# **The OSR (Operational Safety Representative)**

The OSR is involved first and foremost to safeguard safety of MATS Operations. The professional expertise of the OSR will assist in the analysis and decision taking process related to safety considerations of the proposed change affecting the MATS ATM system composed of People, Equipment and Procedures.



From an ATCO OSR point of view before a safety meeting takes place the OPS OSR receives the Operational Environmental Description (OED) of the proposal from the SQS office. The best practice is that the received OED is discussed with the fellow controllers so that first hand feeling can be gathered from the ATCO community. The collected data and opinion will serve as a basis for the argumentation for the brainstorming session that will then follow. During the Safety assessment the Safety Team brainstorm the change and offer arguments to safeguard the safety of MATS Operations. Eventually a conclusion will be drawn which may be accompanied by a set of recommendations always based on the analysis of the proposed change.

A project / change that falls below the **acceptable safety levels** according to the **MATS Risk Classification Scheme (RCS)** is not recommended for approval by the MATS SQS team. Having said this, the final decision rests with the Management or the owner of the proposed change whether to go ahead or not with the implementation of the change being safety assessed.

By Patrick Scicluna



## Malta Air Traffic Services

### Our Vision:

We strive for continuous improvement in safety, efficiency, environmental responsibility and excellence.

We are accountable to the Maltese public, users of our air airspace and all our stakeholders.



## Malta Air Traffic Services

Malta Air Traffic Services Ltd.  
P.O. Box 1  
Malta International Airport  
Luqa LQA 5000  
Malta



### Editors :

David Vella & Mark Attard

# Upcoming Events

## November/ December 2012

Feedback on Occurrences to the ATCO community.



## Safety Culture Improvement

*Feedback*

17-18 December 2012

The workshops will be conducted by Mr. B. Kirwan & Ms. E. Grace Kelly.

Details will be issued at a later date.



## THE SAFETY TEAM