

# EUROCONTROL



EUROCONTROL Network Manager  
DNM/COO/NOM/SAF  
ESP+ Programme

## ES2 - ANSP CEO Conference



***“Efficiency Thoroughness Trade-Off”***

***How to tackle Safety in Operations during the 2<sup>nd</sup> Performance reference period (2015-2019) from a local, FAB and Network Perspective***

21 March 2013

HOTEL Park, Bled, Slovenia

*Followed by EUROCONTROL Safety Team on 22nd of March*

## MESSAGE FROM DIRECTOR GENERAL EUROCONTROL

As you become accustomed by now, at the beginning of the each year EUROCONTROL organises the ATM CEO's Safety Conference, within the framework of ES2, Experience Sharing to Enhance SMS, programme. The Conference closes the ES2 programme for the year 2012 and formally establishes the priorities of the programme for 2013 and 2014.

You may recall that over the two past years, you cemented the annual CEO's Safety Conference a pillar in the Network Manager. It is essential that all together we draw the lines on how operational safety and safety management can contribute to achieve sustainable business and how to achieve synergies. These previous successes encourage this gathering role of Network Manager which opens a new dimension/horizon to build our future

Consequently, being Director General as of 1 January, I would like to invite you to the next EUROCONTROL CEOs' Safety Conference on the 21 March 2013 entitled "Efficiency Thoroughness Trade-Off - How to tackle Safety in Operations during the 2nd Performance reference period: from a local, FAB and Network Perspective". This event is kindly hosted by Slovenia Control, the ANSP of Slovenia, and will take place in Bled. To be noted that The CEO conference will be followed on 22nd of March by the 4th meeting of the new Safety Team.

Today's ATM perspective is driven by performance in an effort to reduce costs, improve safety in operations and efficiency, and promote global harmonization. Close to us, how this is going to work from the second reference period onwards, starting the 1 January 2015. Challenges are high and cost reduction might have an impact on safety in operations. Thus, how to maintain efficient ATM business and how affected responsibilities and accountabilities will be.

In bringing you together the intent is to hear about Network and FAB implementation lessons learned from local point of view with issues and concerns. Thus, I am inviting you to share your practical experiences and set out how you intend to meet these challenges and discuss further the preparation to the second reference period and highlight Just Culture.

Frank Brenner  
Director General

## OBJECTIVES

- ✎ Give CEO's the opportunity to discuss and comment with EUROCONTROL Network Manager on safety challenges that are coming in the Second Performance Period such as:
  - ✎ Safety Indicators and targets,
  - ✎ Relationship between various key performance areas and how to keep under control costs while still making safety improvements,
  - ✎ Safety Performance aspects from local to FAB and Network Perspective,
  - ✎ Network Top 5 ATM Operational Priorities for 2013,
  - ✎ How to balance safety and efficiency, plus environment and delays
- ✎ Give CEO's and Safety Directors/Managers the opportunity to inform EUROCONTROL Network Manager on their safety needs at local, FAB or the Network level (2012 achievements and review 2013-2014 programme)
- ✎ Give CEOs and Safety Managers of ANSPs the opportunity to network with their peers and senior management of Network Management



# PROGRAMME

## DAY 1 – 21 March 2013 – ANSP CEO CONFERENCE

- 08:30      Registration**
- 09:00      Welcome & Opening remarks**  
Slovenia Control, CEO & EUROCONTROL Director General
- 9:15        Network Management Strategy & Performance plan**  
Mr Jacques Dopagne – Director NM
- 09:30      ANSP - CANSO Development of the Aviation Safety Index/Intelligence - UK NATS**
- 10:00      ANSP Safety Levels - NAV Portugal**
- 10:30      *Coffee Break***
- 11:00      From Local to FAB to Network Approach - ENAV**
- 11:30      From Local to FAB to Network Approach - skyguide & FABEC**
- 12:00      Indicators and Targets driven Behaviours and Fallacies - How to Balance between Cost & Safety – Antonio Licu, Head of Safety Unity, DNM EUROCONTROL**
- 12:30      *Lunch***
- 14:00      Efficiency Thoroughness Trade Off – Why things that can go right sometimes can go wrong - The essence of the balance or trade-off between efficiency & thoroughness**  
Prof. Erik Hollnagel – University of Southern Denmark
- 15:00      *Coffee Break***
- 15:30      Discussion / Interactive session; How to tackle 2<sup>nd</sup> Performance reference period: from a local, FAB and Network Perspective.**  
Moderated by Jacques Dopagne – Director NM and Tony Licu – Head of Safety in DNM & Prof. Erik Hollnagel University of Southern Denmark
- 16:30      ES2 Feedback 2012 & Program 2013 / 2014 - Dr. Frederic Lieutaud, ES2 Project Manager, DNM, EUROCONTROL**
- 16:45      Closing remarks**
- 18:00      Visit to Ljubljana ACC**
- 20:30      Dinner in Bled Castle hosted by Slovenia Control**

# AGENDA

## DAY 2 – 22 March 2013 – EUROCONTROL NEW SAFETY TEAM 04

CLOSED SESSIONS of SAFETY TEAM # 04			
ONLY ANSP members Civ & Mil, Co-Chairmen, Secretary, Co-chairs of SHP-SG, SISG, SPIN and invited participants per topics		Item No	Type of item <sup>1</sup>
09.00	Feed-back and Review of the CEO Safety Conference ES2 Programme of 2013	04.01	FI/FA
	EUROCONTROL DNM & CANSO Safety Mgt Activities <ul style="list-style-type: none"><li>- Safety Metrics</li><li>- European Parliament and Council Regulation COM(2012) 776 final 2012/0361 (COD) on Reporting</li><li>- Future SMS</li><li>- NPA2012-18 ATCO Licensing</li></ul>	04.02	FI/FA
10.30	<i>Coffee Break</i>		
CLOSED SESSION CONT'D	Just Culture <ul style="list-style-type: none"><li>- Just Culture Course, ICAO SIP TF</li><li>- Regional Seminars with Judiciary</li><li>- Skybrary add-on on Just Culture</li><li>- Prof Erik Hollnagel on Just Culture and Positive Safety</li></ul>	04.03	FI
	ANSPs presentations <ul style="list-style-type: none"><li>- TBD</li></ul>	04.04	FI
	Discussions		
13.00	<i>LUNCH</i>		
OPEN SESSIONS of SAFETY TEAM # 04			
14.30	Welcome and Introduction	04.05	FI/FA
14.45	Minutes and actions of past Safety Team 03		
	<i>Support to Safe Operations</i>		FI/FA
	European Action Plan for the Prevention of RWY Excursions – <ul style="list-style-type: none"><li>- Released version</li><li>- Plans for implementation</li><li>- Modifications in the SISG TORs</li></ul> Discussions	04.06	
15:05	Progress on the RAT UG – RAT deployment, taxonomies	04.07	FI/FA
15:30:15:45	Discussions		
	AOBs, Closure of the meeting and departure	04.08	FI

<sup>1</sup> FA – For Action  
FI – For Information

## ETTO Principle - Efficiency – Thoroughness Trade Off

### Why things That Go Right, Sometimes Go Wrong

The traditional focus of safety is towards cases where something goes wrong (accidents) or may go wrong (risks). Existing Safety Regulations, for instance, defines safety as the “*freedom from the risk of unacceptable harm*”. ICAO uses a more elaborate definition of safety as “... *the state in which the risk of harm to persons or of property damage is reduced to, and maintained at or below, an acceptable level through a continuing process of hazard identification and risk management*”. In general, a higher level of safety is seen as corresponding to a reduced number of adverse outcomes. Accident analysis and risk management look for things that can go wrong and explain these in terms of failures or malfunctions of technology, humans or organizations – either as single factors or seen together. Safety work aims to reduce adverse events either by eliminating their causes or by reducing their consequences. But while it is possible to design technology to function with high reliability in a uniform manner (at least in principle), the same is not true for humans and organisations.

During the last 10-15 years it has however become clear that a growing number of accidents are due to unexpected combinations of everyday performance rather than to failures and malfunctions. Everyday performance must practically always be adjusted to match the specific situation and conditions of insufficient time, resources, and information. In order to function properly, people (and organisations) must make a trade-off between the resources (time and effort) they spend on planning and preparing an activity, and the resources (time, effort and materials) they spend on doing it. This happens at all levels of an organisation – from operations to management. This kind of *Efficiency-Thoroughness Trade-Off* (ETTO) favours efficiency over thoroughness if throughput and output are the dominant concerns and thoroughness over efficiency if safety and quality are the dominant concerns. While an activity cannot expect to succeed unless there is a minimum of efficiency and thoroughness, the ETTO principle also makes clear that it is impossible to maximise both at the same time.

Since trade-offs between efficiency and thoroughness (ETTO) are both normal and necessary, making an efficiency-thoroughness trade-off is never wrong as such! Indeed, in the vast majority of cases, the outcome is as desired and expected. But since this is taken for granted, it is rarely analysed or investigated and therefore poorly understood. In very few cases, the outcome is not as expected and is seen as a failure. When the consequences are serious in terms of loss of time, material, money or life, the event is investigated to find the cause. In most cases this is a human action that somehow differed from the norm, and therefore is called an error. The irony of this is, however, that people are expected to be both efficient and thorough at the same time – or rather to be thorough, when with hindsight it was wrong to be efficient.

*Prof Erik Hollnagel*

**EUROCONTROL CEOs' Safety Conference & Safety Team # 4**  
**Hotel Park, Bled, Slovenia, 21 & 22 March 2013**



**LAST NAME:**

**FIRST NAME:**

**CHECK IN:**

**CHECK OUT:**

Company/Institution:

Country/City:

Tel/FAX:

**E-MAIL:**

Accompanying person's name (when sharing a room)

PLEASE FILL OUT IN CAPITAL LETTERS WHEN HANDWRITING. THANK YOU.

**BED AND BREAKFAST PER ROOM PER DAY**

Internet access, use of hotel swimming pool, saunas, fitness and use of thermal water swimming pools  
at the Wellness Centre Ziva included in the price of stay.

Surcharge: tourist tax (1.01 EUR per day per person)

Please mark your selection with 'X' in grey boxes

<input type="checkbox"/>	<b>HOTEL PARK ****</b> Single room, standard: € 88	<input type="checkbox"/>	<b>HOTEL PARK ****</b> Double/twin room, standard: € 110
<input type="checkbox"/>	<b>HOTEL PARK ****</b> Single room, lake view: € 103	<input type="checkbox"/>	<b>HOTEL PARK ****</b> Double/twin room, lake view: € 128

**LJUBLJANA AIRPORT TRANSFER ORDER**

Arrival date, time and flight number

Departure date, time and flight number

Transfer price, one direction, car or van:

55 EUR/car (1-4 persons), 80 EUR/van (5-8 persons)

I order the transfer                      please; tick off an order, payable directly to the driver

**CREDIT CARD DATA** is requested as a guarantee for your reservation & payment. No money will be  
charged in advance.

Credit card holder: \_\_\_\_\_  
Type (Visa, Eurocard, Amex...): \_\_\_\_\_  
Number: \_\_\_\_\_  
Expiration Date: \_\_\_\_\_ CVC: \_\_\_\_\_

Payment is asked when checking out directly at the hotel reception. In case of no-show we will charge  
your credit card for the first night automatically. Free of charge cancellations are possible until 7 days  
before the arrival.

**DEADLINE FOR YOUR RESERVATION: 25 February 2013.**

Please fill in this reservation form and send it to:

SAVA Turizem d.d., Cankarjeva 6, SI-4260 BLEND, Slovenia

Email: [info@hotelibled.com](mailto:info@hotelibled.com) or Fax: +386 4 579 16 02

Tel: 04 579 16 00, [www.hotelibled.com](http://www.hotelibled.com)



## ES<sup>2</sup> Programme - Experience Sharing to Enhance SMS



### EUROCONTROL CEOs' SAFETY CONFERENCE (ES2-WS04-12)

**EFFICIENCY THOROUGHNESS TRADE-OFF - HOW TO TACKLE SAFETY IN OPERATIONS DURING 2<sup>ND</sup> PERFORMANCE REFERENCE PERIOD: FROM A LOCAL, FAB AND NETWORK PERSPECTIVE**

**21<sup>ST</sup> AND 22<sup>ND</sup> MARCH 2013\* – BLED/SLOVENIA**

**HOTEL PARK BLED/SLOVENIA – DEADLINE FOR REGISTRATIONS: 25<sup>TH</sup> OF FEB 2013**

I want to attend the Conference - Day 1: ☐ - I want to attend the Safety Team - Day 2 ☐ -

I will attend the dinner on 21<sup>st</sup> of March ☐ - Nr. of persons for dinner

Name: .....

First name: .....

Title: Mr. – Mrs. – Ms.

Organisation: .....

E-mail address: .....

Nationality: .....

Please return this form to Chantal Mouzelard ([chantal.mouzelard@eurocontrol.int](mailto:chantal.mouzelard@eurocontrol.int)) and Frederic Lieutaud ([Frederic.lieutaud@eurocontrol.int](mailto:Frederic.lieutaud@eurocontrol.int)) in EUROCONTROL by 25<sup>th</sup> of February 2013.

Please book your hotel accommodation directly with PARK Hotel using the enclosed HOTEL REGISTRATION FORM

**\* The CEOs Safety conference will be followed by the Safety Team # 04 (Safety Team will be closing on 22<sup>nd</sup> at 15.45).**

## ADDITIONAL INFORMATION

### CONFERENCE TECHNICAL COORDINATION CONTACT

Should you like to discuss this event further, please do not hesitate to contact:

**Mr. Tony Licu** - Head of DNM Safety Unit,  
Tel: +32 2 729 3480  
[antonio.licu@eurocontrol.int](mailto:antonio.licu@eurocontrol.int)

**Dr Frederic Lieutaud** - ES2 and ASMT Project Manager,  
Tel: +32 2 729 3155  
[frederic.lieutaud@eurocontrol.int](mailto:frederic.lieutaud@eurocontrol.int)

**Mrs. Chantal Mouzelard** - Secretary of the DNM SAF unit  
Tel: +32 2 729 3725  
[chantal.mouzelard@eurocontrol.int](mailto:chantal.mouzelard@eurocontrol.int)

**© February 2013 - European Organisation for the Safety of Air Navigation (EUROCONTROL)**

This document is published by EUROCONTROL for information purposes. It may be copied in whole or in part, provided that EUROCONTROL is mentioned as the source and it is not used for commercial purposes (i.e. for financial gain). The information in this document may not be modified without prior written permission from EUROCONTROL.

[www.eurocontrol.int](http://www.eurocontrol.int)