

FOREWORD



Iacopo Prissinotti is Director of the Network Management Directorate as from 1 July 2019. He brings to this role over 30 years of experience in air traffic management and air navigation services, occupying a series of senior leadership roles in strategic, technical and operational roles.



My career in aviation started in 1985 in the Italian Air Force, as an air force officer and air traffic controller. Subsequently, I joined ENAV. During that time, my goals were much as they are in ATC today. We were taught to ensure a safe, orderly and expeditious flow of air traffic. I worked as an operational ATCO until the year 2004 in all the main air traffic control positions: ground control, approach and en route. As a controller, I had to balance different goals relating to safety and productivity. Nowadays, controllers have further environmental considerations, which were far less prominent then. Depending on the situation, different trade-offs were necessary, and the timeframe to make them was never long – usually seconds.

From the mid-2000s, to 2019, I was responsible for ENAV's international strategies. I had to co-ordinate all ENAV international projects, cooperation initiatives and participation in European and international bodies and organisations. The goals and trade-offs moved up to a strategic and international level as many different interests were at stake.

This led to my current role, as Director Network Management. My ultimate goal is to promote operational and technological improvements and co-operation between all ATM stakeholders. We have to prepare for a future that can meet the level of traffic growth and its variations over the coming decades. But with an increasing focus on the environment and capacity, we must not take our eye off the ball when it comes to safety.



WELCOME

Welcome to Issue 29 of *HindSight* magazine – the EUROCONTROL magazine on the safety of air traffic management. The theme of this Issue is 'Goal Conflicts and Trade-offs'. For this magazine, and you the readers, safety is a particularly important goal. But it exists along with several other goals, including the environment, capacity, cost-efficiency, and security. The importance of each goal, and how we work to achieve them, changes depending on the situation, in the short and long term.

In this Issue, we have a fantastic range of articles from air traffic controllers, professional pilots, human factors and safety management specialists, as well as specialists from other industries to give some outside perspectives. *HindSight* is written primarily for air traffic controllers and professional pilots, and others with a professional interest in the themes, especially those who support safety and front-line work. For operational and non-operational staff alike, it is important to hear from others, in other places, and roles: controllers, pilots, safety management specialists, designers, engineers, and managers at all levels, in all parts of aviation. It is important to understand the reality of front-line work and how the aviation system – and society more generally – affects this reality.

With *HindSight*, we hope to help create conversations about the themes and issues. Do your operational and non-operational colleagues know about *HindSight*? Would you be willing to ask them, and encourage them to subscribe? Search 'SKYbrary *HindSight*' for details, and if you need paper copies for your Ops room, then please get in touch.

This Issue – as usual – blends articles on the reality of work. The articles are written by air traffic controllers and professional pilots, and those who study or make decisions about work and safety. We have more articles from pilots than usual, and we know that this will be appreciated. The authors address a number of questions about goal conflicts and trade-offs, such as: What goals influence human and system behaviour? How do they affect us and the aviation system more generally? What trade-offs do we need to make to resolve the dilemmas that we face? How does safety fit into the picture? How can we talk about these issues openly?

HindSight writers contribute freely. It is how they give back to the aviation community and travelling public, and keep up their professional development. This is something mentioned in this Issue by Captain Richard Champion de Crespigny – captain of QF32. In fact, professional development was a critical influence on the outcome that day.

The next Issue of *HindSight* is on 'Wellbeing'. This is a topic that can be more difficult to discuss than 'hard' safety topics, but it is one that has real consequences for individuals, families, organisations, and the public. What are your experiences when it comes to wellbeing and safety? Let us know, in a few words or more, for Issue 30 of *HindSight* magazine.

I have learned over the years that goal conflicts and trade-offs apply in every aspect of air traffic management, from tower controller decisions on optimum use of the runway, to national and European-level decisions about routes and airspace. Safety-capacity, cost-efficiency, environment and security all interact. They form part of decisions at different levels, and in different time-frames, but the decisions are all ultimately connected. Air traffic control is in my blood, and I always consider how decisions made at national and international level affect controllers in operational units and pilots in cockpits.

To be effective in balancing the different goals, we have to communicate and collaborate effectively at all levels. *HindSight* is part of that. Via this magazine, 1000s of readers get an understanding of the worlds of air traffic controllers and pilots, and others whose work is relevant to the safety of air traffic management.

Iacopo Prissinotti