



Safety Evolution Guide:

Safety Communication, SA 17.1

Think-Act-Be SAFE

An Evolution Guide for an SMS practice which has been recognised as Optimised by the CANSO Safety Standing Committee

1. OBJECTIVE OF GUIDE

Members of the Civil Air Navigation Services Organisation (CANSO) are committed to the improvement of their services. As part of this commitment, organisations share their practices in efforts transfer learning across the industry.

This guide captures:

- The practices of an Air Navigation Service Provider (ANSP) in one element of the CANSO Standard of Excellence (SoE) in Safety Management System (SMS).
- The practices of this ANSP have been recognized by their peers as being an optimised practice within the industry (see Figure 1).
- The optimised practices have been selected on the basis of their novelty, innovation or the recognition of their potential to manage operational risks.



2. APPLICATION OF THE GUIDANCE

CANSO recognizes that this guidance will not be relevant to all ANSPs. The maturity of any ANSP's Safety Management System will be dependent on their specific context. This context will be a reflection of factors including the size and complexity of the organisation, domestic regulations and the risk appetite of the organisation.

ANSPs do not necessarily need to adopt all the practices and processes promoted by CANSO but may consider the relevance of the practices promoted in this guide to their operational environment.

3. OPTIMISED PRACTICE

This guide addresses a SMS process which was identified in 2017 as being optimised, it details how one Air Navigation Service Provider, NATS, designed implemented and managed its safety communications. The approach was reviewed by a panel of experts from the Future Safety Working Group of the Safety Standing Committee. The approach meets CANSO's requirements for a Safety Communications Campaign (see below).

4. SCOPE OF GUIDE

This guide aims to provide an insight into what NATS has done in terms of designing and implementing its safety communications, detailing why this approach was taken.

Examples of the type of activities are included throughout this guide to provide a starting point for other ANSPs wishing to adopt a similar outcome from implementation of a safety communications campaign.

5. APPLICABLE STANDARDS AND REQUIREMENTS

CANSO Standard of Excellence in Safety Management Systems

17. Safety Communication (ICAO Element 4.2)

37

Objective	Informal Arrangements	Defined	Managed	Assured	Optimised
17.1 Staff are informed about safety and safety management standards which are relevant to their position.	Staff have limited knowledge of SMS processes and procedures.	Limited communication is presented as to why particular safety actions have been taken and/or safety management procedures introduced. Internal communications within the organisation does not focus on safety and its management.	Communication strategies are being developed to ensure that staff are aware of the safety management practices which are relevant to their position. Specific communication strategies are being implemented to address situations where procedures have changed or when critical safety action has been taken.	Communication mediums are regularly assessed for effectiveness. Gaps and deficiencies are acknowledged and addressed.	Safety is a key focus of internal communication. The organisation is looking to increase the number of mediums through which safety messages are sent within the organisation.
17.2 An organisation-wide means to record and disseminate lessons learned and safety/critical information.	Safety lessons learned are known only to those who experience them.	There is an intention to develop a means to record and share lessons learned, including the reasons for making change and safety-critical information. This may already happen, but only on an ad hoc basis.	The process for sharing safety lessons learned is systematic and operational and the majority of data is shared with appropriate personnel. The rationale for taking action and making changes to procedures is explained to staff. Safety-critical information is disseminated to all appropriate staff.	All safety lessons learned are systematically shared across the organisation at all appropriate levels. Corrective actions are taken to address lessons learned.	There is clear evidence that the internal lessons learned dissemination process is embedded across the organisation at all levels and is periodically reviewed.

Extract from CANSO Standard of Excellence in Safety Management Systems

[https://www.canso.org/system/files/CANSO Standard of Excellence in Safety Management Systems.pdf](https://www.canso.org/system/files/CANSO%20Standard%20of%20Excellence%20in%20Safety%20Management%20Systems.pdf)

6. ORGANISATIONAL CONTEXT

Like all safety management practices, approaches to safety communications must be tailored to the requirements of the ANSP. The NATS Think Act Be SAFE (TABS) campaign was born out of a need for an increased visibility of safety across all of our business areas. There was a need to address issues which included: declining operational performance in relation to traffic growth; a changing landscape in regards to cyber

security threats; low reporting rates, particularly for health & safety related incidents and a lack of awareness of the importance of personal wellbeing.

7. DESIGNING SAFETY COMMUNICATIONS

7.1 SUPPORTING THE BUSINESS

First and foremost, safety communications should support the core company purpose and values. At NATS our company purpose is "Advancing aviation, keeping the skies safe" and our core safety value is "Safe in everything we do". These provided a platform for building the TABS campaign aligning with our company vision and making it accessible to everyone within the company.

Six key areas were identified to focus the campaign on in order to get maximum engagement and address business needs. These six areas were chosen due to the large part they play in the safety of our business and the challenges they were and are still set to face in the future. These areas are:

- Operational Safety
- Engineering Safety
- Corporate and Physical Security
- Cyber Security
- Health and Safety
- Personal Wellbeing

In addition safety communications should establish a high level of understanding across all staff so that they can assimilate how their roles connect to safety improvements business wide.

NATS Think Act Be SAFE was designed to address a number of defined goals including:

- Maintaining operational safety performance despite significant traffic growth and change
- Increasing awareness of the cyber security threat
- Continuing to improve reporting rates in all areas of study
- Increasing visibility of safety across the business
- Highlighting the importance of personal health and wellbeing

7.2 SAFETY BEHAVIOURS

In order to drive behavioural changes NATS identified 8 safety behaviours which are all common aspects of safety:

- I stop and **THINK** before I start
- I **COMMIT** to doing things the right way
- I develop my **KNOWLEDGE**
- I **CARE** about our working environment and the wellbeing of my colleagues
- I take ownership and **RESPECT** others
- I always **CHALLENGE** unsafe practices
- I **REPORT** anything I suspect
- I continuously **IMPROVE** safety

Leading with behaviours reflects our commitment to people bring the first and most effective line of defence where safety is concerned, whether they are in direct contact with the operation or not.

At the outset of a safety communications campaign a set of aims must be established, this provides a sense of direction and allow for a clearly defined implementation plan to be developed. Some of the NATS Think Act Be SAFE campaign aims are detailed below:

- Everyone understands that as a business we have many different facets of safety and that they are responsible for safety at NATS.
- Managers and leaders know their accountabilities, responsibilities and duty of care.
- Everyone knows how we're performing in safety at all levels and engages in discussion around this.
- Everyone knows where to turn for help, support and guidance.
- Our staff and visitors openly and constructively challenge unsafe acts and encourage positive action.
- Our staff contribute and deliver improved safety performance by actively managing risks.
- We enhance our understanding of safety by measuring our safety performance in different but meaningful ways.

7.3 BACKING & BUDGET

Safety communications campaigns must have the backing of the executive team in order to be fully supported at all stages of the campaign, in particular during implementation. Successful campaigns are not always those which have excessive funding supporting them. A balance must be achieved between maintaining growth as a business and providing sufficient funding for the design and implementation of a successful campaign.

As a business NATS recognises the importance of the Think Act Be SAFE campaign and the potential it has to reach a wide audience and make a significant safety impact on the business as a whole. For this reason the campaign got backing from key executive figures early on. Our CEO and Director of Safety were both committed to the campaign. Additionally NATS assigned the Directorate of Safety a budget specifically for the implementation and delivery of the TABS campaign, to ensure a consistent level of funding to progress the campaign.

8. IMPLEMENTATION AND DELIVERY

8.1 ACTIVITIES AND TIMELINE

One of the biggest challenges when implementing a safety communications campaign into a business is to engage with employees in a unique way to ensure involvement and a commitment to driving positive safety behaviours across all aspects of the business.

NATS Think ACT BE SAFE campaign saw a phased implementation of the 6 key areas, with each area taking turns as part of a 2 month rolling pattern, initially over a 24 month cycle so that each focus area initially had 2 blocks of 2 months. This meant that the content being delivered was concise around a specific area of the business allowing clarity and ensured a steady flow of information was delivered. Where possible we linked external initiatives in to the delivery timeline for example, breast and testicular cancer awareness months fall in consecutive months so the personal wellbeing 2 month block intentionally fell across these two months. This helped increase engagement around these issues through the campaign.

Maximum employee engagement is paramount to the success of communications in penetrating safety behaviours throughout the whole business. Making material relatable to people's everyday lives leads to a better understanding and therefore higher levels of engagement. Provoking emotions through the campaign brings an additional level of understanding to the problems being faced. The more people can understand and relate to the problem, the better their response to it is.

The NATS campaign had strong links to people's every day; identifying how the key issues could affect their home life and then making the comparison back to their work life to explain situations and provide context in an attempt to give a much greater level of understanding. Our campaign was appropriately controversial, and challenged accepted taboos to allow employee openness to draw out learning from others.

Some examples of the techniques used are detailed below:

- Humorous and though provoking posters, articles, blogs and videos about people's personal experiences. E.g. #ourstories ran throughout the campaign and gave all employees the opportunity to share their personal stories and experiences around topics relating to the six key areas of the campaign.
- Hints and tips for good practices at work and home
- Interactive sessions with market stalls, workshop and drop in sessions.
- Visiting speakers particularly for the less familiar topics including safety online, mental health and physical security. Speakers included local police forces, the charity MIND and the Centre for the Protection of National Infrastructure (CPNI).

8.2 MATERIAL DESIGN AND POSITIONING

Campaign material should be consistent showing uniformity across all business areas, for example use of a single colour pallet across the entire campaign. This means that campaign material is easily identifiable as being part of the safety communications campaign and can help ensure the gap between operational and non-operational areas is bridged, empowering non-operational staff to see the benefits their actions can have on safety across the business. Eye catching icons and graphics capture people's attention. Coupling this with optimised poster positioning ensures a maximum audience is targeted and engagement.

As part of the NATS TABS campaign a single colour pallet was created for the campaign in addition to a set of icons which are simple yet capture people's attention from a distance.

Previous feedback from other campaigns within NATS highlighted the most effective places for positioning posters. Using knowledge of this allowed strategic positioning of the posters above the hand dryers in the toilets. This has proven to be a very successful location in the past.

8.3 COMMUNICATION

Without effective communication i.e. a clear and consistent message, there lacks engagement and without engagement the campaign doesn't penetrate through the business and isn't implemented by employees at all levels in all areas of work. In addition to this a 'one size fits all' approach to safety communications is ineffective and producing repeated content with minor changes for each focus area is disengaging and limiting. Campaigns being delivered to both operational and non-operational staff should be accessible to both audiences and should show consistency between all areas.

As part of the NATS campaign, early engagement from the communications teams ensured that we had a clear vision of what the engagement material should revolve around. We harnessed the expertise of our human factors specialists when producing content, using their guidance to help make informed decisions in relation to producing compelling campaigns which have the ability to connect with operational and non-operational staff.

8.4 MONITORING

Monitoring the implementation of any campaign should be beneficial in terms of analysing the effectiveness of the overall implementation of the message. It can help identify areas which are lacking engagement and therefore need improvement but can also prove the success of a specific campaign at delivering a desired message.

A poll conducted in 2017 following the implementation of the NATS Think Act Be Safe campaign showed that 98% of people were aware of Think Act BE SAFE and its key messages. 70% rated the topics covered and the level of engagement as good or excellent, with many commenting on specific learning they have taken and things it has prompted them to ask more about.

9. SUMMARY

The practices in this guide present an example of how one ANSP has designed and implemented a safety communications campaign across all business areas. No single factor is responsible for the success of this campaign; its success can only be attributed to the combination of optimum practices coming together. Through the implementation of a

safety communications campaign NATS has improved levels of safety across the whole business.

APPENDIX A – EXAMPLE CAMPAIGN MATERIAL

Some examples of the materials used in our campaigns have been included to help clarify examples mentioned throughout the guide.

THE NATS THINK ACT BE SAFE 8 SAFETY BEHAVIOURS



CYBER SECURITY

During its first 2 month block, Cyber Security ran a series of poster with links to more detailed information pages on our intranet, the hub. In addition to this they ran presentations for all new starters to bring them up to speed and drop in surgeries where people could ask any questions they have. Below is the brief advert posted in relation to the surgeries?

Upcoming Surgery Dates

To further support the cyber security campaign, we will be holding information stands at each of the centres over the coming weeks. Members of the team will be found at each of these stands and hope to answer any questions or concerns you may have.

Below are some example topics that may be of interest to discuss with us, however please feel free to ask about anything that may not be listed...

- Social media security & privacy
- Password techniques
- Spotting a phishing email
- Mobile device security
- Keeping kids safe online

PERSONAL WELLBEING

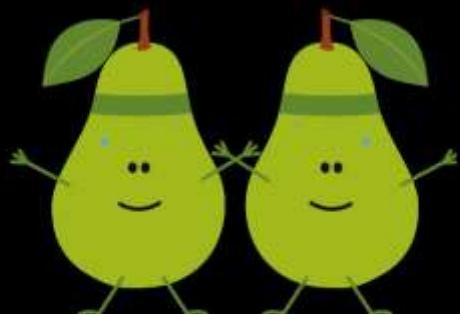
As previously mentioned, the initial 2-month period for 'Personal Wellbeing' fell across breast and testicular awareness months. The two posters below were both used to highlight and promote these campaigns.

NATS

THINK
ACT
BE
SAFE

Have you got a healthy pair?

Do you have any concerns about the health of your pair? Don't ignore them, get them checked out!



Confidential support and information is available through Breast Cancer Care at www.breastcancercare.org

The Employee Assistance Programme, provided by Worklife, offers free and confidential advice, information and counselling for any personal or work-related problems. They are available 24/7 on 0800 3 584 958.

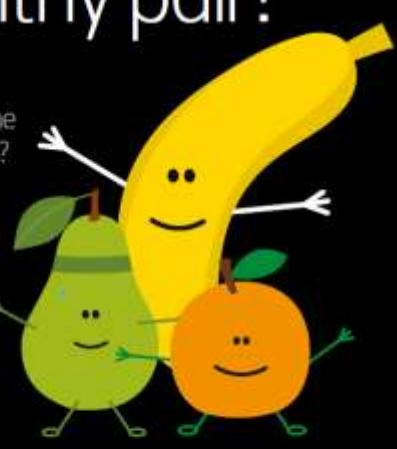
NATS

THINK
ACT
BE
SAFE

Have you got a healthy pair?

Do you have any concerns about the health of your pair?

Don't ignore them, get them checked out!



Guides on how to check for signs of testicular cancer are readily available online, such as www.checkemlads.com. The Rachel Stevens video for Everyman also comes highly recommended!

The Employee Assistance Programme, provided by Worklife, offers free and confidential advice, information and counselling for any personal or work-related problems. They are available 24/7 on 0800 3 584 958.

Below is an example of a video which shows our CEO at the time, Martin Rolfe, taking part in a Think Act Be SAFE challenge.

Think Act Be SAFE – Eat be move sleep challenges



CEO Martin Rolfe and Parliamentary Communication Manager Luke Law talk about their Eat be move sleep challenges.

More information on the Think Act Be SAFE Wellness campaign can be found on the [Wellness site](#), or search Think Act Be SAFE on the HUB.

CORPORATE & PHYSICAL SECURITY

An example of a poster from the second Corporate and Physical Security 2-month block.

