SMS Good Practice Submission		
ANSP	ATNS SOC	Date of submission	
SoE Study Area	SA11		
Good Practice title	Change management		
In use since			

Details:

Please provide some details of the good practice – Approx. 500 words. Details should include:

1. *A brief description of the Safety Management process good practice being submitting for review by the Best Practice Review Group.*
2. *A justification of why the Safety Management process is believed to be a "good practice";*
3. *A description of the resources required to develop the Safety Management process, for example: how long did the development take, how many people were involved and whether there a significant technology cost;*
4. *A description of why the Safety Management process was developed (for example: to solve an identified safety problem, improve efficiency or in response to an audit observation etc.);*
5. *A description of how the Safety Management process has improved safety performance, or, the understanding of safety in the organisation.*

While the information provided will be treated in confidence, you may want to indicate if certain aspects should be treated with particular care as they are commercially sensitive, are patents, claimed intellectual property rights or similar.

1. Change management. ATNS has a "future fit workforce" programme, which involves a wide consultation process involving the majority of staff and is chaired by the accounting officer (CEO) who walk staff through the changes proposed and how these would impact staff. Staff are given the opportunity to ask questions and provide feedback. The engagements included all business units. This is supported by internal communication activities. Change activities for future fit workforce continue to be communicated and shared with staff through engagements by the change agents at different units, through internal communication and through CEO engagements with personnel. One thing that was particularly interesting is that the future fit workforce project includes the organisational re-design and the values and culture project which aims to ensure that the organisation is effectively organised to ensure that it is able to ensure correct behaviours and values and the required skills and competencies to take the organisation into the future.

The FFW looked at an organisation redesign to make it more effective. A cultural element reviewed organisational values, and these were deemed to be still relevant. The review involved most of the organisation. Improvements to the organisation structure were identified.

Going forward the FFW programme will be linked with the change management process and will form part of exercises.

In your submission document, can you please include further information on how the FFW programme will be linked with the change management process etc.

Also:

How much time and resources does this take vs the benefits?

Would you be able to get the documents to me by 10th November?

2. The safety management practice is a good practice because the change process involved all the stakeholders that will be impacted by the change, the communication was conducted at different levels (CEO, Executives, SM's, change agents) and was continuous to ensure understanding. The staff were offered numerous opportunities to ask questions and engage. This was supported by corporate communication that is sent out weekly, this was supported by a dedicated site on the intranet where the presentations were saved for ease of access to all staff and a dedicated mailbox for queries.
3. The resources required to develop included the HC team, the HR Touch consultants which assisted with the organisational re-design process, the Deloitte

team which help with change capacitation to ensure that managers we were well equipped to engage staff in conversations around what was happening.

4. The old was structure was reviewed, an as is analysis and benchmarking was conducted to assess the structure for effectiveness and whether it would ensure future success. Various gaps were identified which resulted in the need to develop a new structure to ensure a future fit workforce. This also included a review and confirmation of the values. The process was conducted to ensure effective change management and that the whole organisation understands what is being done, why it is happening and what are the benefits of the whole process.

5. The approach to engage staff, allow questions and clarifications, provide opportunities for inputs, communication at different levels was very important and has somewhat lessened fears from staff that normally come with any change. The link with the change management process is through change agents that support the process through further engagements at each of the business units and also bringing feedback of any issues identified that may need to be addressed. The whole exercise has been costly, the cost of the review and benchmarking, the cost of the consultants, the travel around the country for the engagement sessions but it is all worth it because each of the levels in the organisation have been given an opportunity to provide inputs into what structure will look like, confirmation and alignment of the values, to ensure the organisation is more effective.

By submitting this Good Practice, I confirm that my organisation is willing for the proposed Good Practice to be shared with other ANSPs and to be made available on EUROCONTROL's Skybrary website.

This document should be sent to: soe_2023@eurocontrol.int **by 31st July 2023 at the latest**.