SMS Best Practice/Good Practice Submission			
State whether this is a Best or Good Practice: BP			
ANSP	BULATSA	Date of submission	03.09.2024
SoE Study Area	SA 8 – 8.1 Organisation-wide process to report and investigate safety occurrences and risks		
BP/GP title	ANSP management daily review of reported items/occurrences and decision support process addressing the risks associated to ATM/ANS		
In use since	2019		
ANSPs using this practice (for BP specifically)	BULATSA		
Key Words	Wider management scope and common awareness		

Details:
Please provide some details of the Best Practice (BP) or Good Practice (GP). In the case of a BP, state how it fits the CANSO requirement to be considered a BP. Approx. 500 words are required in both cases. Details should include:

1. *A brief description of the Safety Management practice best or good practice being submitting. Submissions will be reviewed by the Best Practice Review Group;*
2. *A justification of why the Safety Management process is believed to be a BP or GP;*
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.*

1. Brief description of the Safety Management best practice

The process of analysis, reporting and managing of aviation safety and technical events and occurrences at BULATSA is a streamlined process, that ensures the effective management of all events that have the potential to impact aviation safety. The process begins when duty supervisors starting a morning shift at each of 5 Air traffic control centers (ATCC) with collection of all mandatory and voluntary reports concerning aviation safety and technical events for the last 24 hours. These reports can cover a wide range of topics, such as air traffic control incidents, malfunctioning equipment, the upgrade or replacement of hardware and/or software, voluntary reports or recommendation from employees and any other event that could potentially affect safety. Each report is then sent to the central administrative office of the ANSP (using e-TOKAI), where they are combined into a consolidated daily report, that includes all the reports and events/incidents from each ATCC. By 09:00 LT, the consolidated report is drafted and then uploaded to the internal online administrative system of the ANSP, thus ensuring that all the essential operative and technical information from the past 24 hours is available for managerial review. Afterwards, at 09:30 LT, the managers at the central administration and the directors of each ATCC conduct a half-hour meeting, during which they go through each event in the consolidated report to initially analyze and assess the risk they pose and their potential impact on the organization's safety levels, considering both their immediate direct consequences as well as their potential to impact safety in the long-term. The managers in question are the following:

- Safety Director, acting as the meeting's chairperson
- Deputy Director General in charge of Operations
- Deputy Director General in charge of Technical systems
- Director of the ATM directorate
- Director of the CNS directorate
- Director of the Information Security directorate
- Investment Control and Power supply department
- The directors of the 5 ATCC - Sofia, Plovdiv, Varna, Burgas and Gorna Oryahovitsa centers.

In case of an event with a potential to impact safety, the managers decide whether it is necessary to take immediate actions and if so, they send out an order for specific actions. If the event is a complex one and requires further analysis or poses a safety risk, but does not command an immediate response, a Safety Control Card (SCC) is issued associated with this event. The SCC is a specific item from the online administrative and registering system that outlines the corrective actions that need to be taken, as well as the deadline for their adoption, the department responsible for it and the resources that need to be provided.

After each daily meeting, the consolidated report, including all the added SCCs containing the corrective actions, is uploaded into the internal online administrative registering system of BULATSA. The report and the SCCs are then sent out to all departments within the organization and the ATCCs, which creates a centralized online platform for the management and tracking of all safety actions, as

well as providing transparency of the organization's current priorities and actions being taken to improve safety and performance.

To monitor the process's effectiveness, the managers hold an additional meeting once a week to review the currently unfinished SCCs issued in the past. During these meetings, they monitor the implementation of the corrective actions that have been issued, their achieved results and any obstacles or delays that have been encountered along the way. If it is deemed that the corrective actions do not ensure the required safety levels, they are modified and, if necessary, new corrective actions are issued. The constant monitoring and evaluation of Safety Control Cards ensures that a culture of accountability is instituted within the organization, where safety actions are monitored, adapted and improved over time.

2. Justification for BP

The transparent daily common meetings held amongst the managers and directors of the ATCCs to analyze the consolidated report and the weekly reviews of the SCCs, coupled with the distribution of the meetings' results and conclusions throughout all departments, promotes the sharing of experience and good practices between centers and improves communication, collaboration and continuous improvement throughout the ANSP, as well the effective decision making and problem solving processes. The management is aware of the current issues or threats to the ATM/ANS on a daily basis.

All departments are kept informed of the current safety priorities and ongoing risk mitigation measures; thus fostering a culture of shared responsibility. The constant exchange of information often stimulates the discovery of new and innovative solutions to everyday challenges and ensures that all levels of the organization are committed to maintaining a high level of safety.

3. Resources Required for Implementation

The best practice was developed and refined over the time. There are several requirements to implement it. First, an ANSP would need a reliable internal administrative system to manage all SCCs. The document management system would need to provide employees with the possibility of tracking, updating and archiving all safety-related documentation. This could require an initial investment in technology, such as the necessary hardware, information storage space, software licenses for certain products and most importantly – the necessary cybersecurity protections to ensure that sensitive and confidential data is protected.

Additionally, human resources are a pivotal part of the practice's implementation. The process outlined within this document requires committed personnel, who can collect, review and consolidate the safety reports each day. It also requires trained managers who can perform an effective risk analysis of the events and making the right decision on what corrective actions need to be adopted. This requires that staff involved in the process are trained on how to operate the reporting system, how to perform risk assessments and tackle aviation-safety related events, to be able to effectively participate in the process.

4. Issues addressed by the BP and benefits stemming from its adoption

While this best practice may appear ambitious to some, it addresses several critical safety management activities and brings significant improvements and benefits to the ANSPs. First, it outlines a standardized approach to reporting and analyzing events. The constant flow of information and communication between departments and centers reduces the risk of information silos forming within the ANSP and ensures that all relevant data and safety-impacting decisions are available for review and improvement. Furthermore, by providing a centralized source of information on all decisions and events, the ANSP can identify trends or common issues that are relevant to the different ATC centers. When certain recurring events or safety hazards appear, it is much easier to identify them and implement the necessary corrective actions. Finally, it simplifies the tracking and evaluation of

long-term corrective actions and their effectiveness and proves wider scope of supervision and common awareness to the management.

By submitting this document, your organisation is willing for the proposed Best or Good Practice to be shared with other ANSPs.

For Best Practices, this document should be sent together with the SoE in SMS questionnaire, to: soe_2024@eurocontrol.int **by 30th June 2024 at the latest**.

Submissions for consideration as Good Practices may be sent by the above date. They may also be identified during the survey interview sessions with the assessment team, following which a Good Practice submission document will be requested.