



WELCOME

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Welcome to issue 36 of EUROCONTROL's *HindSight*, the magazine on human and organisational factors in operations, in aviation and beyond.

This issue is on the theme of **People in Control? Staying in the Loop**. Once again, you will find a diverse set of articles from a range of different authors in the context of aviation, maritime, rail and road. The contributors offer several takes on the intriguing title, from the perspectives of personal experience, professional practice, theory, research, and regulation.

HindSight magazine is all about learning from multiple perspectives on operations, and the related human and organisational dynamics. For this issue, who are the people, and what control do they have, from the 'blunt end' of society and its institutions, to the 'sharp end' of operations? What control should people have? What influences and constrains control? How does technology change human control? How do we 'stay in the loop', and which loops should we be concerned with?

In considering these questions, it is also recommended to review back issues of *HindSight*. The role of people, the changing nature of control, and the difficulties associated with staying in the loop has implications for every issue. Search 'SKYbrary *HindSight*', and think about how this relates to the many back issues.

Thanks to the contributors for their diverse and engaging contributions. Few of the authors are 'professional writers', but all have a passion for communication and particular gifts in getting their message across. And special thanks to the operational reviewers, who help to ensure that *HindSight* magazine is relevant, interesting and useful. Every article is peer reviewed by at least three reviewers (but in some cases up to seven or eight). This presents challenges for editing, but reviewers make every article better in their own unique ways. Reviewers ensure that every article is a good fit for you, the readers. And, of course, thanks to our long-standing cartoonist, who adds a touch of humour and satire with his ingenious creativity, and to our designer, who brings the content alive on the page.

And thanks to you, the readers. While the primary readers of *HindSight* are operational staff, especially those involved in aviation, it is read much more widely, by different people in different sectors, especially those where safety, resilience, and business continuity is critical. We hope that the articles trigger conversations between you and others. Do your operational and non-operational colleagues know about *HindSight*? Please let them know.

The next issue of *HindSight* will be on the theme of **MENTAL HEALTH IN AVIATION...AND BEYOND** (see inside back cover). We look forward to articles and features on this topic, which is so important to us all.

Steven Shorrock
Editor in Chief





PEOPLE IN CONTROL? STAYING IN THE LOOP