EUROCONTROL Safety Culture Programme

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Safety Surveys Workshop, November 2012
Overview

• European Safety Culture Programme: Origins & Approach

• European Progress

• Future Issues
Safety Culture: 1986 - 2012

2001/2  Linate & Uberlingen Fatal ATM Accidents
2003  Advisory Group on ATM Safety (AGAS)
2003  Safety Culture R&D (4 ANSPs)
2005  Safety Culture Tool
2006  Evaluation (AVINOR; NAV-Portugal)
2008+  Application (18 other ANSPs)
Values, Beliefs and Behaviours

Example: Just culture, Reporting & Learning

Operational staff value learning from incidents

...do they believe reporting makes a difference?

...do those responsible act?
A controller makes a serious mistake, but no one sees it. Does she report it so others can learn from it?
A supervisor sees unsafe behaviour by a controller, but the supervisor is no longer connected with the team. **Does the supervisor act?**
An engineer is under pressure to make a system work using a bypass, but he knows that this is risky. **Does he take the risk?**
Two accounts administrators are responsible for paying invoices for airspace map updates and software updates.

Do they know how late payments affect operations?
Two department managers know their teams don’t work well together. Do they try to resolve the issues?
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<th>Safety Culture Survey Launch DFS 10</th>
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<td>Just culture, reporting &amp; learning</td>
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<td>Risk awareness &amp; management</td>
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The EUROCONTROL survey process

Safety Culture improvement process

Questionnaire Analysis

Identify Key Issues

Understanding the Issues

Analysing the Issues

Prioritising the Issues

Solution proposal

Feedback to Management & Staff

Improvement Strategy

Survey the population
1. General section
2. Controllers/Assistants
3. Maintenance/Engineering
4. Managers

Workshops

After the workshop
The Safety Culture Process

- Preparation Meeting (Apr)
- Launch (May)
- Questionnaire (May)
- First Diagnosis (June)
- Analysis & Recommendations
- Presentation to Management (Sept)
- Report (Oct)
- Presentation to Staff (Nov)
- Action Plan (Dec)

I am concerned that equipment, important to operational safety (e.g. radar) will fail in the near future (E12*)

I am concerned that an operational incident will happen in the near future (C3*)

Changes to the organisation and ATC system do not increase safety-related risks (M18)
Some key principles
Anonymity & confidentiality
Independence & impartiality
Respect different views
No ‘spies’ allowed
Practical solutions
Feedback
European ATM Safety Culture Programme Status

Key
- 2+ EUROCONTROL SC Surveys completed
- 1 EUROCONTROL SC Survey completed
- EUROCONTROL SC Survey launched
- Alternative SC Surveys
- Initial discussions/planning started
Overview of Progress

- **ECTL 1**: 19
- **ECTL 2**: 7
- **Starting**: 3
- **Talking**: 3
- **Non-ECTL**: 4
- **Remaining**: 4

Yearly Progress:
- 2004: 0
- 2006: 1
- 2008: 2
- 2010: 3
- 2012: 4

Legend:
- Yellow: ECTL 3
- Cyan: ECTL 2
- Blue: ECTL 1
- Black: Other
Can we improve Safety Culture?
Hungarocontrol Results 2011 vs. 2007

Unfavourable responses per element (zoomed in view)
AVINOR 2007 vs 2009

Empowerment in certain roles

Better availability to get involved in safety activities

More equal ‘status’ of engineers in safety decisions

Major overhaul of reporting and learning system

Increased size of safety Department, CEO & Board

Fully behind safety

Major ‘Roadshow’ entire length of Norway; clearer communication on safety

CEO defended Controllers during Media attack

2007 2009
4th Regional Workshop, November, 2011
13 ANSPs
EUROCONTROL Agency Safety Culture Survey 2011-2012

(Backstage in the Agency)
Different perspectives…Different pressures

[Not MUAC – already doing their second survey]
Timeline…

2011
- Sep - Oct: Info Events, Questionnaire Analysis, Interviews

2012
- Nov - Dec: Workshops, Presentations to Board
- Jan - Apr: Report
- May - Sept: Feedback, Action plan
- Oct: Implementing, Monitoring, Reporting
Who participated...

- 319 (44%): ATMB
- 107 (14%): DR
- 153 (21%): DSS
- 38 (5%): DCRCO
- 102 (14%): DNM
- 10 (1%): DSR
- 9 (1%): DG

Total: 738
Response rate by Directorate…
Summary results…

- Management Commitment
- Resourcing
- Just Culture, Reporting & Learning
- Teamwork
- Communication
- Responsibility
- Involvement

Legend:
- Orange: Unfavourable
- Blue: Neutral
- Green: Favourable
Strengths…and Areas for improvement…

• Strong sense of responsibility for safety across Agency
• Good level of safety expertise within the Agency that has an excellent reputation with stakeholders
• Safety is a core value throughout the Agency.

• Clarify the Agency’s safety role with respect to EASA and the EC
• Clarify how safety works in the new organizational structure
• Raise profile of safety in the Agency, to enhance strategic and ‘joined-up’ safety thinking across the Agency.
The results...

- 7 key Recommendations
- 24 supporting Advisories

Report and findings endorsed by Management Board
Communication

- No ‘one voice’ for safety in the Agency
- Bottom-up communication is ineffective – too many layers
- Sharing of ATM safety-related information across Agency is ineffective
- Inadequate access to the operational environment to understand operational ATM safety
What staff said…

- Uncertainty re Just Culture
- Management feedback re safety concerns raised not timely or effective
- Lack of encouragement to voice concerns about safety
- Limited safety learning at the Agency-wide level

What we will do…

- Develop Agency’s Just Culture policy
- Hold management / staff ‘Safety Days’
- Implement an Agency-wide safety learning process through which management and staff can learn about safety incidents.
Improvement actions…

• Raise the profile of safety in the Agency, so that people know it is being taken seriously and being coordinated across directorates to drive safety. Appoint a single ‘safety champion’ responsible for leading safety across the Agency at Director level.

• Agency Safety Champion – Bo Redeborn
Progress since survey results presented to staff (July): Initial Steps

Safety on the Board Agenda

Safety Culture Report released internally

Safety Strategy Group (8 key Agency safety people)

Bo Redeborn appointed as Safety Champion
Summary

• The Programme is running well
• We need to keep up the momentum, on new states and on 2\textsuperscript{nd} surveys and ‘after-care’
• Identifying Top 10 Issues & Solutions across Europe
• First ‘FAB’ survey Q1 2013 (NUAC: NAVIAIR & LFV)