• Ralf Hölscher / D
  • Process Owner
  • Safety and Quality Agent at Eurocontrol MUAC

• Karl-Fredrik Spets / S
  • EUROSS Observer/ focal point
  • ATCO Eurocontrol MUAC
  • OJTI-O, TRM, RT
AGENDA / OBJECTIVES
Safety Survey Workshop 21 November 2012

- 25 min. Presentation of EUROSS
  - Background and development
  - EUROSS practice and experience
- 15 min. Q&A / Answer to your questions about EUROSS
Safety Surveys

- ICAO DOC 9859
  - 9.6.4 Information sources for safety performance monitoring include:
    - Hazard reporting – 3 methods
    - Safety studies
    - Safety reviews
    - Internal safety investigations
    - Audits and surveys
  - 9.9 Continuous improvement of SMS
    - Internal evaluations and audits
- IFATCA recommendation on monitoring safety in normal operations (Melbourne 2005)
EUROSS as a potential tool for safety surveys
Survey of Normal Operations

The challenge of being very safe is that the usual indicators that something is becoming less safe may not be so evident.

What can we do?

D2D
Developing EUROSS

- What is already there?
  - TEM (Threat and Error Management)
  - LOSA (Line Operation Safety Audit)
  - NOSS (Normal Operation Safety Survey)
  - D2D (FROG)

- What can we do?
  - Limited resources
  - Avoid administrative overhead
  - Get staff acceptance and commitment
  - Get management commitment
EUROSS Goals

- Developed with external help
  - HF expertise from EUROCONTROL HQ
  - Organisational psychologist and students from university of Duisburg/Essen

- Requirements
  - Obtain quick real time data on ATM safety
  - Acceptable and sustainable scheme
  - Reinforce best practices
  - Detect evolving safety risks
  - Achieve cultural change
  - From ATCOs for ATCOs
EUROSS Key Elements

- Include professional staff representation
- One yearly observation sheet to limit focus
- Dual observers for inter-rater reliability
- Trained and standardized observers
  - Initially mix of student and ATCO observers
- Anonymous and confidential data collection
  - Observation data stays with ATCO group
  - Only aggregated results and recommendations go to management
- Voluntary participation of observees
- Joint sponsorship from Management and EGATS
EUROSS Implementation

- Implementation campaign
  - Note blocks
  - Staggered communication campaign
  - Clear differentiation from competency assessment
  - Posters
  - Intranet
  - Training of observers
  - Code of conduct for observers
  - Vests and mints
EUROSS

What is EUROSS?
EUROSS is a safety culture scheme to detect best practices during normal operations. It is based on the international NOSS standard and adapted to the MUAC needs by Maastricht University, Maastricht and supported by the organisational psychology of the University of Duisburg/Essen.

How will I be observed?
If you are being observed, a pair of observers will sit beside you and will fill out a previously defined inspection list.

Why do we do this?
We do this to document our best practices and improve our Safety Culture. We want to compare Safety Culture during a period of time in order to ensure improvements.

Who will observe me?
Two observers will observe you. There is a possibility of 4 ATCOs per sector group. In a first step, we study the convenience of having external observers for your observations. Therefore, there will be a group of students from the University of Duisburg-Essen in charge of the observations.

Pilot Study: November & December 2009

If you have any more questions please contact:
daniel.martinez-pasamar@eurocontrol.int
james.taylor@eurocontrol.int
christiane.fricke-ernst@eurocontrol.int or christiane.fricke-ernst@uni-due.de

http://intranet/euross.html
EUROSS Cycle as part of SMS

- Prepare observation sheet for next period based on previous experience:
  - Continuous improvement
  - Focus on most pressing issues
- Promote next campaign – posters/pamphlets
- Train observers/newcomers for next campaign
- Test observations
- Carry out approximately 75 observations during a set period
- Analyze data and finalize recommendations
- Develop presentation, deliver in refresher training sessions
- Produce result pamphlets/Intranet portal
- Gather feedback
EUROSS Structure

- 12 observers mix of ATCOs – yearly fluctuation
- 1 Administrator - managing the scheme
- Committee - analysing results, formulating recommendations, compiling next observation sheet
  - Administrator
  - Supervisor
  - Observer
  - ATCOs
  - Guild representative
- Management
  - Process owner
  - Ensure resources and support administrator
EUROSS Practice & Experience
Normal Operations Monitoring

- **Formal check**
  - **Trust**
  - **Routine observation value**

- **Normal behaviour**

- **Angel Performance**
  - Perceived as proficiency check

- **EUROSS**

- **Natural Performance**

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- Routine observation value
- Trust

- Formally check
- Normal behaviour

- EUROSS
- Angel Performance
- Natural Performance

---
HOW EUROSS WORKS

Information gathering via observations

Evaluation

Recommendations to staff, management, etc.

More Results?
http://intranet/euross.html
OBSERVATIONS

Observation Criteria
- Team Interaction
- Environment
- Information Acquisition
- Procedures

Observation
- 2 Observers
- 30-60 minutes
- Voluntary participation
OBSERVATION PROCESS

Three Stages
1. Trained observers record everyday operation information on form.
2. Data is recorded and processed by a team of 2 Observers.
3. EUROSS report prepared and submitted.
# OBSERVATION SHEET

<table>
<thead>
<tr>
<th>Observation</th>
<th>Result</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Back-up system check</td>
<td>Yes/No</td>
<td>Done late-due heavy tfc</td>
</tr>
<tr>
<td>Safe &amp; Organized hand-over</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conflicts passed</td>
<td>Verbally/Electronically</td>
<td>one/both etc.</td>
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</tbody>
</table>
OBSERVATION SHEET

- Observation sheets from 2010-2012
The coordinating controller/ EC checks the OSDR pages on the CCTV for information.

ATCO PRESENTATION

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</tbody>
</table>

- Different working practices in sectors. CCTV -more important for Delta Sectors
ATCO PAMPHLET

- Pamphlet results 2012
RECOMMENDATIONS

• Results gathered into recommendations to Staff and Management
• Management follow-up
• Changes proposed and possibly implemented
Weaknesses

- ATCOs aware of someone observing them (although not the notion of being competency assessed)
- Objective vs Subjective
- Limitations to what items you are able to observe in an objective way
EUROSS GOALS

- Positively influence safety
- Best practices to improve working environment
The Real Benefits

- Bridging Function – Safety Culture
  - INREP
  - TRM
  - Refresher Training
  - Incident Investigations
  - Human Factors
OTHER ACTIVITIES

- Night vigilance test
- Questionnaire
- Comic Strips
- Fruit
- On-line EGATS forum
FUTURE OF EUROSS

• Aid a Safety Culture in constant strive for improvement
  Safety Management vision/ strategy - never complacent
• Interview ATCOs?

Platforms to continue connections with:
• Team Resource Management
• Refresher Training
• Incident Investigations
• Human Factors Department/ research
Thank you / Q&A