



# Safety Evolution Guide: IAA 360° Management

## 1. OBJECTIVE OF GUIDE

Members of the Civil Air Navigation Services Organisation (CANSO) are committed to the improvement of their services. As part of this commitment, organisations share their practices in efforts transfer learning across the industry.

This guide captures either:

- the practices of an Air Navigation Service Provider (ANSP) in one element of the CANSO Standard of Excellence (SoE) in Safety Management System (SMS). The practices of this ANSP have been recognized by their peers as being an optimised practice within the industry (see Figure 1). The optimized practices have been selected on the basis of their novelty, innovation or the recognition of their potential to manage operational risks; or
- proposed practices which are based on contemporary thinking in the safety management sphere. These proposals have yet to be fully adopted by any ANSP, but they are viewed by the CANSO SSC as having significant potential in the industry's efforts to evolve how safety is managed.

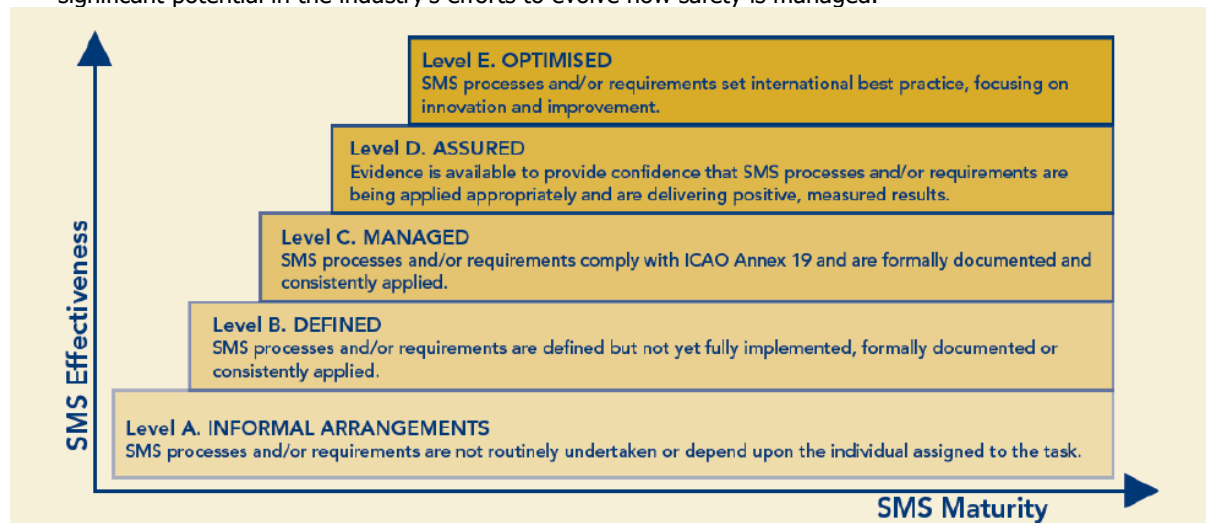


Figure 1: SMS Maturity Pathway

Given the dynamic nature of safety management, the practices presented in this document may be superseded. CANSO will publish updated best practice guidance.

## 2. APPLICATION OF THE GUIDANCE

CANSO recognizes that this guidance will not be relevant to all ANSPs. The maturity of any ANSP's Safety Management System will be dependent on their specific context. This context will be a reflection of factors including the size and complexity of the organisation, domestic regulations and the risk appetite of the organisation.

ANSPs do not necessarily need to adopt all the practices and processes promoted by CANSO but consider the relevance of the practices promoted in this guide to their operational environment.

## 3. SCOPE OF THE GUIDE

The purpose of this guide is to describe the IAA's Employee Wellbeing Programme which is in use since 2016.

The innovative employee wellbeing programme approach was developed following responses to the 2016 employee wellbeing survey conducted separately but in parallel with the Safety Culture survey, which included employee focus groups and is delivered based on the work patterns of staff to maximise participation. The number of participants who completed the survey was 254, which equated to 40% of the sample population.

## 4. EMPLOYEE WELLBEING PROGRAMME DESCRIPTION

The 12-month iHealth Positive Matters programme is delivered by Spectrum Health and includes a number of activities aimed at protecting and improving the physical and mental wellbeing of staff. The programme also includes personal health screening. At the end of the programme, a review will be conducted with a view to continuing with and building on wellbeing initiatives, in 2018/2019.

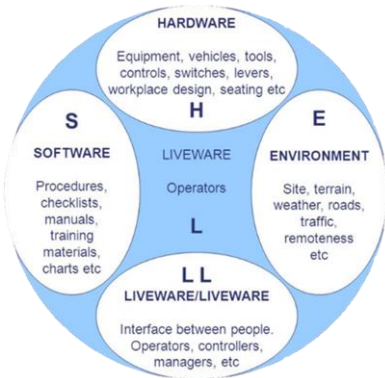
The programme activities are delivered through a combination of seminars, webinars, monthly newsletters and includes access to a dedicated online portal which aims to provide staff with the latest up to date research on all aspects of employee wellness initiatives. These wellness initiatives have been designed to provide staff with insights into their own health and wellbeing. Every programme and product has been designed by leading experts in their respective fields of diet, nutrition, wellness, emotional wellbeing, and mental health.

Personalised and confidential health screening is also provided as part of the programme. Additional appointments for personal health screening can be made through an on-line link.

The 12-month programme is communicated to staff via the communications channels including TV, intranet, team briefing and magazine. There are also dedicated local champions who foster and develop awareness and understanding about the benefits for engaging with the programme.

## 5. PRACTICE OVERVIEW

### LIVEWARE- SHELL Model



"Some of the factors affecting the performance of individuals include:

- *physical (the physical capabilities of the individual to perform the required tasks),*
- *physiological (those factors that affect the human's internal physical processes), psychological (those factors affecting the*
- *psychological preparedness of individuals to meet all the circumstances that might occur during a flight), and*
- *psycho-social factors (external factors in the social system of individuals that influence them in their work environments)."*

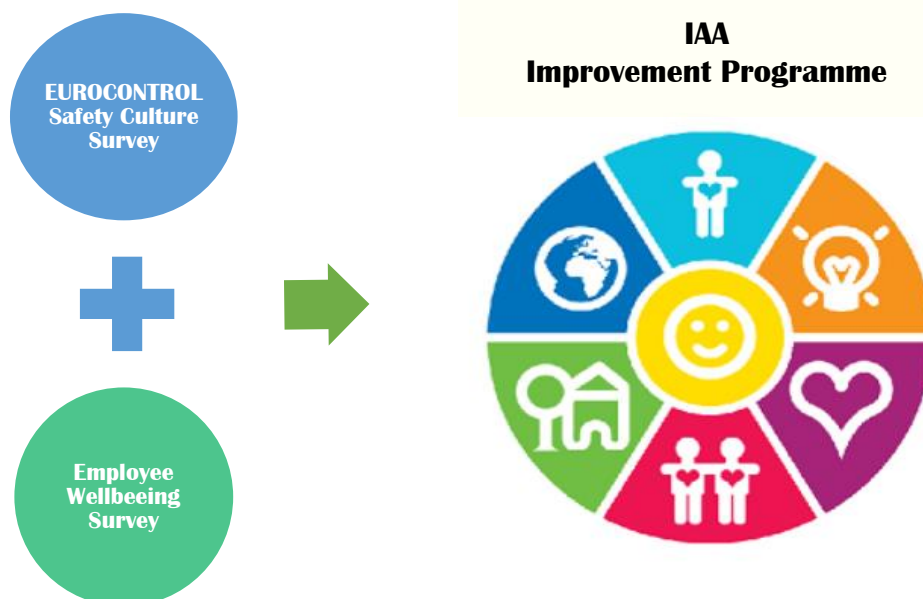
**ICAO Circular 302-AN/175 Cross-Cultural Factors in Aviation Safety**

The first IAA Safety Culture Survey was conducted in 2010 from which an Action Plan was derived, driving the necessary changes and improvements to the organisations Safety Culture. This Action Plan was successfully completed in 2015.

The Authority facilitated a second Safety Culture Survey in 2016 which was carried out by Eurocontrol and supported by the London School of Economics. In parallel, a survey of Employee Wellbeing was initiated by the authority and conducted by an externally contracted specialist organisation.

A number of the findings from both surveys complemented each other and hence it was approved by the Operational ATM Safety Committee (OASC) that these findings will be managed jointly by both the Head of Safety Management and Director of HR.

Eurocontrol Safety Culture Survey action plan was combined with HR Wellness Survey action plan. The combined action plans complemented each other in addressing cross-over issues in relation to leadership training, stress and lifestyle education and management and in so doing contributed to the individuals' fitness to perform their safety critical professional operational service delivery roles.



The plan containing 15 action items was implemented for safety critical staff in the operations and technology directorates. Progress was monitored and reported on at quarterly OASC meetings. The actions were grouped under the following six headings:

- Pressure on Middle Management
- Engagement through Effective Leadership
- Fatigue and Absence Management
- Resourcing
- Identification of Emerging Threats
- Continuation and Unusual Situations Training

Due to the complementarity of the findings, a 13-week programme has been prepared and successfully completed by the external company to address the primary *Wellbeing* and *Safety Culture* considerations identified by staff in the surveys.



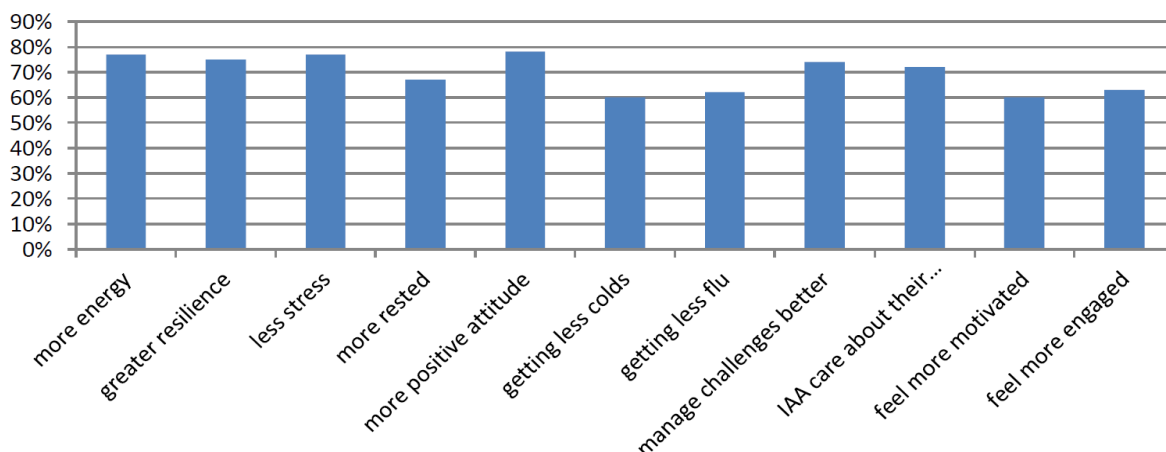
The programme promoted initiatives to improve mental and physical wellbeing of staff including:

- Health screening
- Mental wellness talks
- Introduction to mindful living and working
- Building mental and emotional resilience
- **Stress management**
- **Fatigue management**
- **High quality sleep**
- Good nutritional habits
- Hydration
- Perfect posture
- Physical therapy

For example, twice weekly morning yoga classes are currently being trialled at one ACC unit. If successful, the IAA will look to roll out his initiative to other units.

Overall the programme received very good feedback and assisted people adapt behavioural change and had a very positive influence on engagement levels within the company. There is still an appetite for initiatives to support stress, better concentration, weight management though nutrition and exercise management. Programs are currently being developed to address this appetite.

## Impact of Programme on Employees



Given the success of this organisational and safety culture initiative, the programme is expected to be further developed as to enhance the communication and cooperation between the Safety Department and Human Resources.

A second follow-up review is currently being conducted, with operational staff at each unit requested to provide feedback from their teams on how the programme is performing against the initially set action plan objectives and areas that may require improvement.

**2018 Update:** Due to the success of this initiative to date, the programme has been reviewed and enhanced and it has now been embedded in the overall IAA ANSP Organisational and Safety Culture processes. The annual plan is communicated to staff via the communications channels including TV, online intranet access, team briefing and magazine to enhance the awareness and understanding about the benefits for engaging with the programme.

## 6. CONCLUSION

The follow up survey has validated the benefit of the combined action plans for Just Culture and Wellness programme, as they complemented each other in addressing cross-over issues in relation to leadership training, stress and lifestyle education and management.

This has contributed to the individuals' fitness to perform their safety critical professional operational service delivery roles.