

| SMS Good Practice Submission | | | |
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| ANSP | ATNS SOC | Date of submission | August 2024 |
| SoE Study Area | SA1.2 | | |
| Good Practice title | Safety Culture Survey communication process | | |
| In use since | 2019 | | |
| <p>Details:</p> <p>Please provide some details of the good practice – Approx. 500 words. Details should include:</p> <ol style="list-style-type: none"> 1. A brief description of the Safety Management process good practice being submitting for review by the Best Practice Review Group. 2. A justification of why the Safety Management process is believed to be a "good practice"; 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. <p>While the information provided will be treated in confidence, you may want to indicate if certain aspects should be treated with particular care as they are commercially sensitive, are patents, claimed intellectual property rights or similar.</p> <p>SA1.2</p> <ul style="list-style-type: none"> • The last safety culture survey was hosted in 2019 with a participation rate of 62%. Although all ATSUs submitted action plans following the previous survey, the participation of the non-operational departments was limited. • A follow-on safety culture survey as hosted in December 2023 with a participation rate of 79%. • The significantly higher participation rate is expected to have resulted from two parts: <ul style="list-style-type: none"> i) The Senior Manager: Safety, Standards & Regulation attending Executive Committee (EXCO) meetings and during the two weeks of the survey, reminded the executives of their various departments' participation rates and the importance of them engaging staff to increase participation. This focus was further galvanised by the CEO committing her leadership team to an increased participation via the same forum; ii) The survey was introduced to the business prior to the survey commencing through corporate communication to explain the CANSO requirement for the data to be managed by an independent 3rd party. Hence, staff had the insight around the ATNS purpose and need for the survey, but also the assurance that the data will be collected and analysed by an independent 3rd party. Work Dynamics, as the 3rd party was also introduced in this way to the business as a whole. • Participation rates were provided to the whole business every 3 days and these numbers were expressed per department and per ATSU (ATS & ATSEP) as a % of completion against the total staff number in each team. | | | |

- Given the involvement and reminder by the EXCO, managers were required to encourage their teams to participate in the survey. The final participation rates were announced and celebrated across the organisation, but especially in EXCO.
- As there were no outliers amongst the various teams, validation workshops were planned at ATSUs and departments that had known previous challenges. The 3rd party visited 4 ATSU and 2 departments to validate the results and obtain insight into what may lead to the corporate results as a summary of the team results across the ATNS spectrum.
- Thereafter the results were finalised by the 3rd party and presented by Work Dynamics to the EXCO as well as to the senior manager committee (MANCOM).
- The whole process involved the equipage of managers to share results with their teams. Fifteen online session were scheduled where all managers across the organisation were invited to attend at least 1 session, but could attend multiple sessions if they so wished. The sessions focussed on three parts:
 - i) How to share the results with staff;
 - ii) How to facilitate the session of makings sense of the results with their team;
 - iii) How to facilitate the action plan development based on their local results.
- Action plan template was shared with all managers and further explanatory notes were added to the template of what action items may look like. Teams were accommodated if they wanted to use a different template. Emphasis were placed on the action items that had to be SMART and be able to produce evidence that an action item had been completed/achieved.
- As mentioned before, there were no pertinent outliers when the data was reviewed across the various departments and ATSUs. On the ATSU-side we believe this is because of the multiple line manager workshops that had been hosted in the twelve months prior to the survey where honest conversations were shared regarding safety culture and how managers should engage staff around creating Just Culture, facilitating learning and sharing of information as well as a non-judgemental atmosphere of reporting. These workshops shared practical examples from the managers on their positive and negative experiences in engaging staff.
- Following the capacitation workshops for all managers, we started sharing action plan completion rates. Where necessary follow-up sessions were hosted with managers that requested further assistance or where action plans were not submitted timeously.
- As action plans were submitted, the safety office reviewed the action plans and provided comments on where action items appeared not be SMART or where evidence or influence would potentially be challenging.
- With the exception of a single department, all teams have now submitted their action plans.
- The sharing of completion rates is continuing as managers with their teams are still required to submit their evidence of action items completed. This is also shared every two weeks with the various managerial levels within ATNS as an indication of action items open versus action items already closed.
- The action plan template also contained a space where important actions were identified by a team, flowing from their results, but remaining beyond there sphere of influence. These items are now collated into a submission to EXCO and a corporate action plan for

high level action items for whom work groups will be established to work on such items and progress shared with corporate communication to communicate with the business.

- Lastly, the aim is to revisit all action plans in preparation for the next survey, whereby staff will be reminded of the previous results and action taken to illustrate the importance and effectiveness of their participation in a safety culture survey.

By submitting this Good Practice, I confirm that my organisation is willing for the proposed Good Practice to be shared with other ANSPs and to be made available on EUROCONTROL's Skybrary website.

This document should be sent to: soe_2023@eurocontrol.int by **31st July 2023 at the latest**.