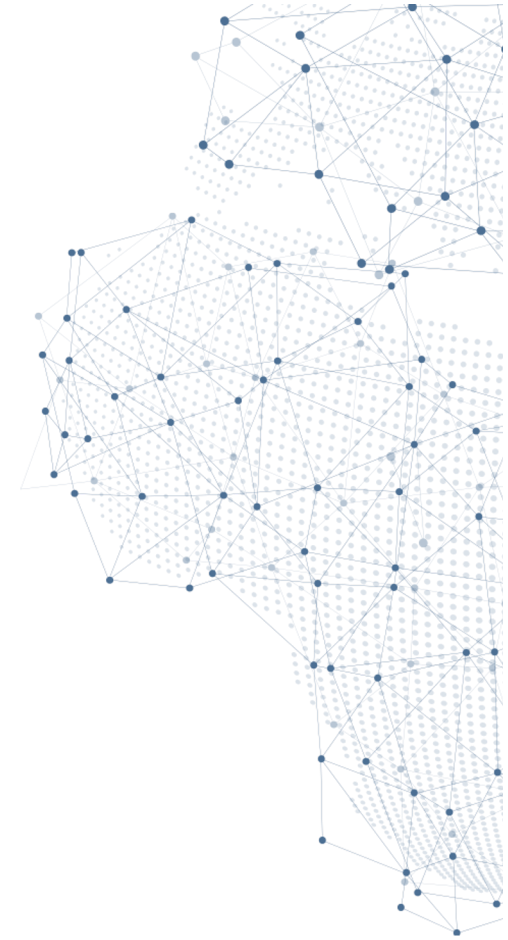# Transforming Global ATM

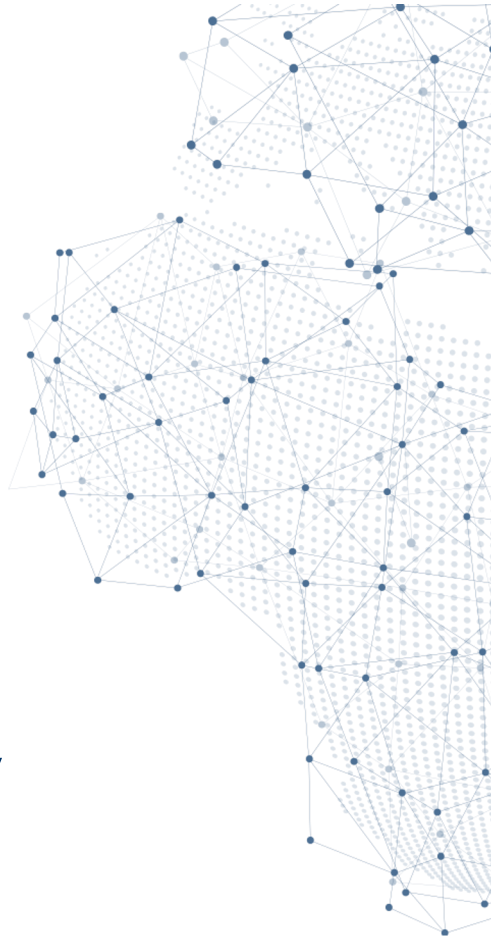**Shayne Campbell**
CANSO Safety Programme Manager

canso
civil air navigation services organisation
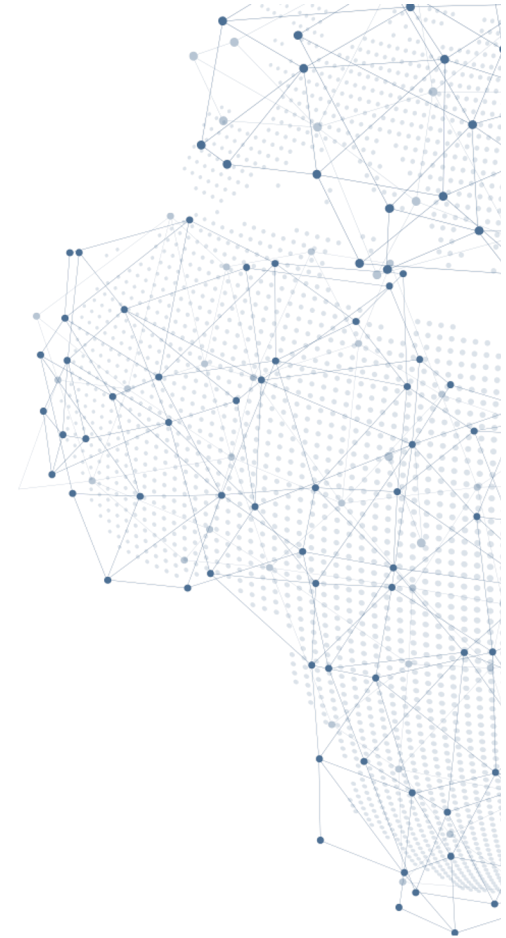
SMS FUNDAMENTALS

What is Safety Management?

- A proactive, structured approach to mitigate safety risks before they result in aviation accidents and incidents.

- Through the implementation of safety management, ANSP's can manage their safety activities in a more disciplined, integrated and focused manner.

- Having a clear understanding of its role and contribution to a safe operations enables an ANSP to better prioritize safety risks and more effectively manage its resources for the optimal benefit of increased safety performance.
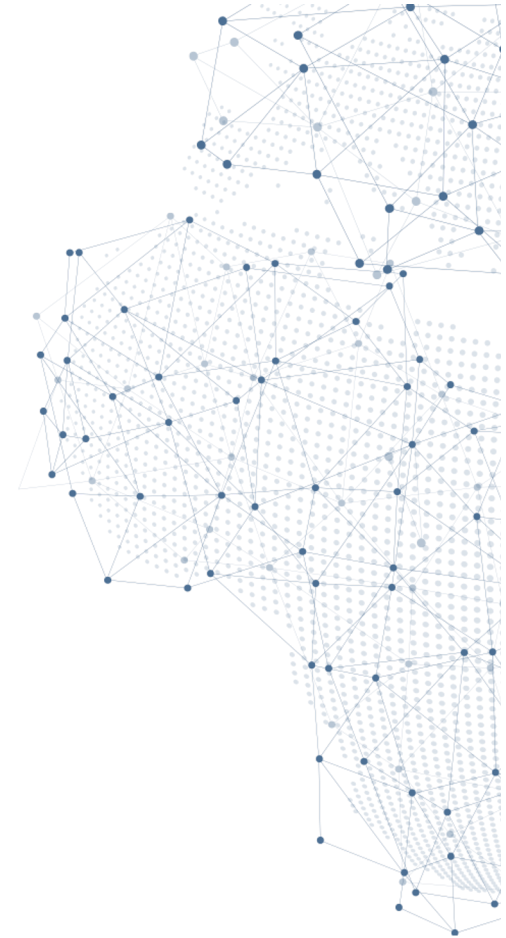
canso

Benefits of Safety Management

- Strengthened safety culture

- Documented, process-based approach to assure safety

- Better understanding of safety-related interfaces and relationships

- Enhanced early detection of safety hazards

- Safety data-driven decision making
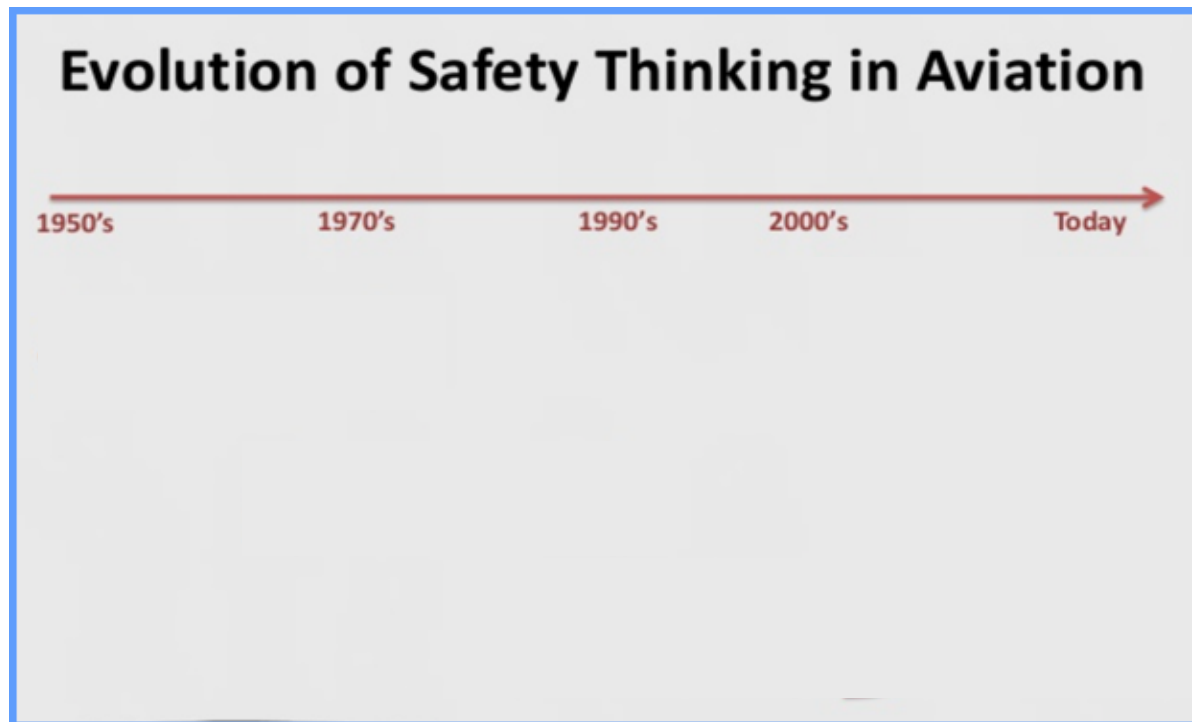
- Enhanced communication of safety

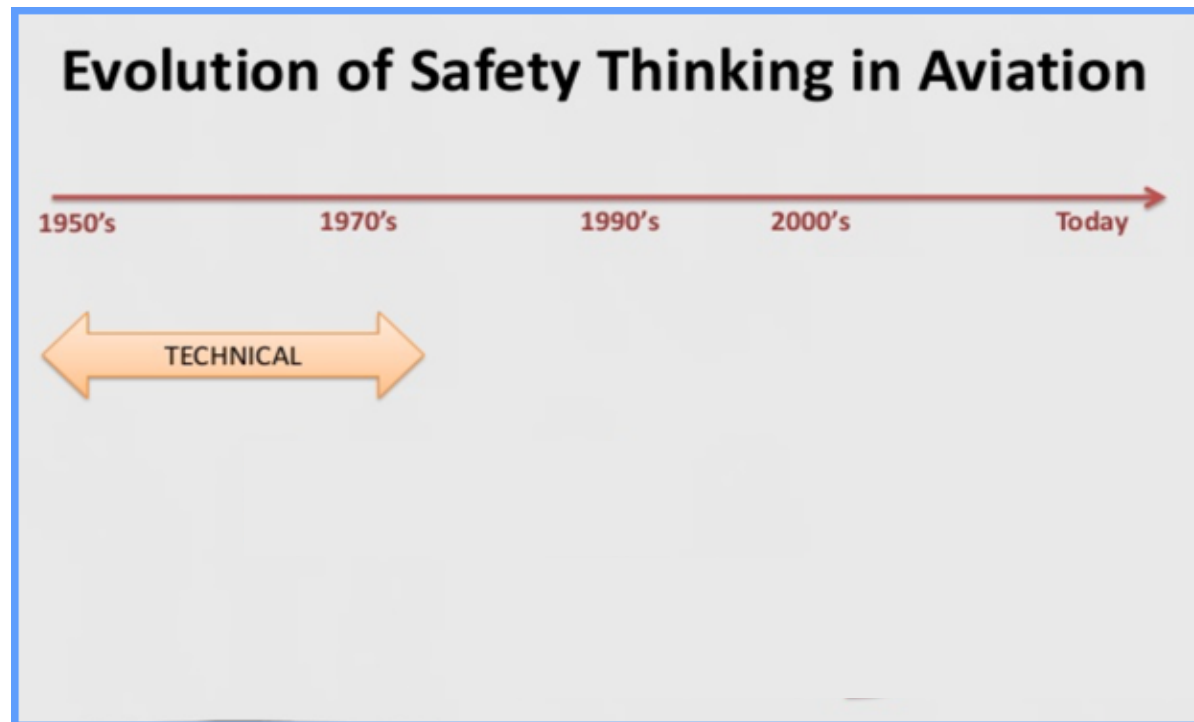**canso**

Benefits of Safety Management

- Evidence that safety is a priority

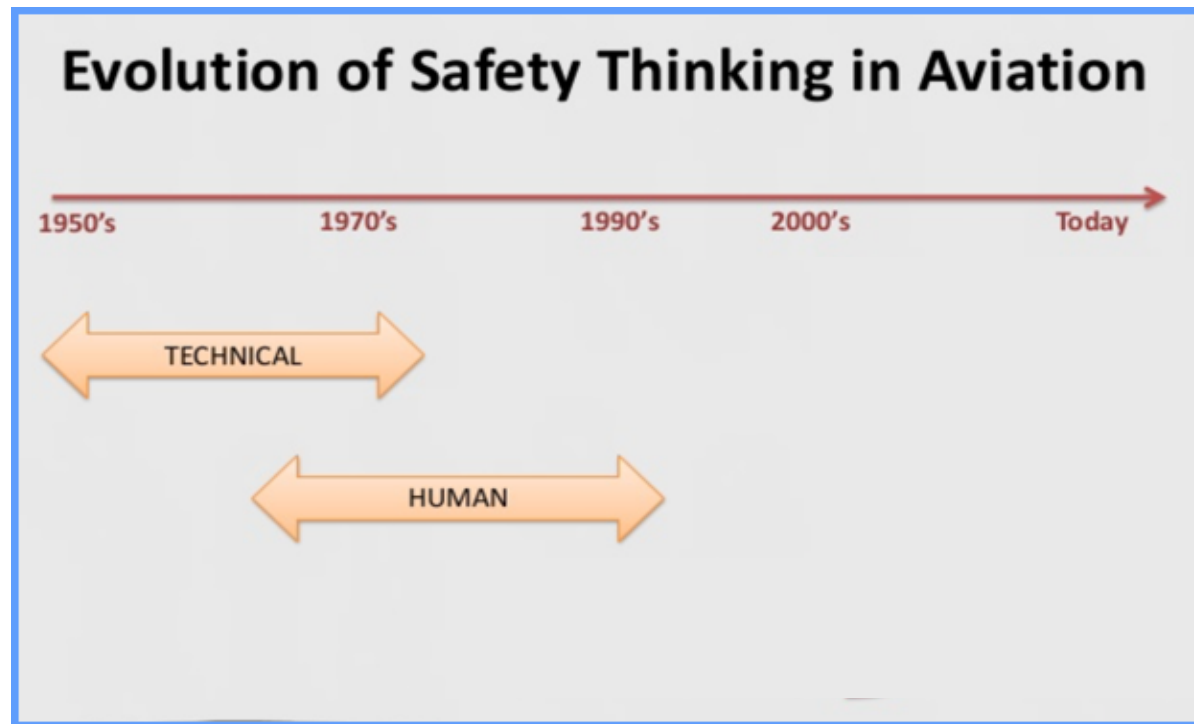- Possible financial savings

- Improved efficiencies
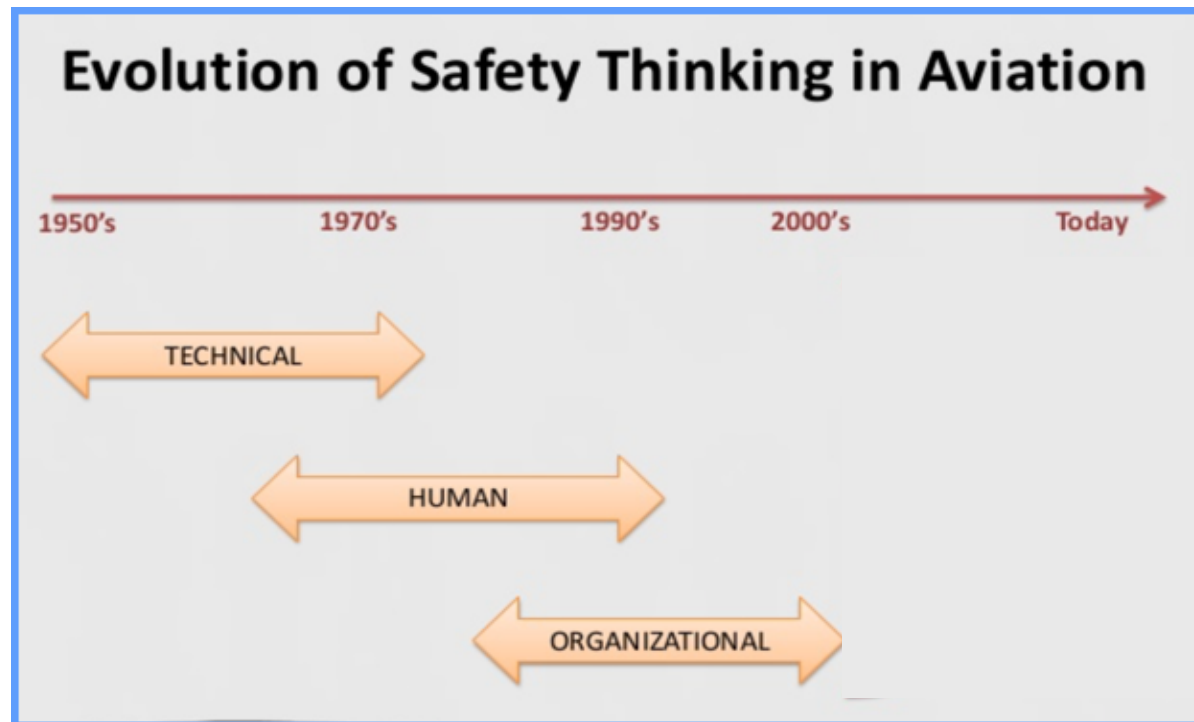
- Cost avoidance

canso

Evolution of Aviation Safety

Evolution of Safety Thinking in Aviation
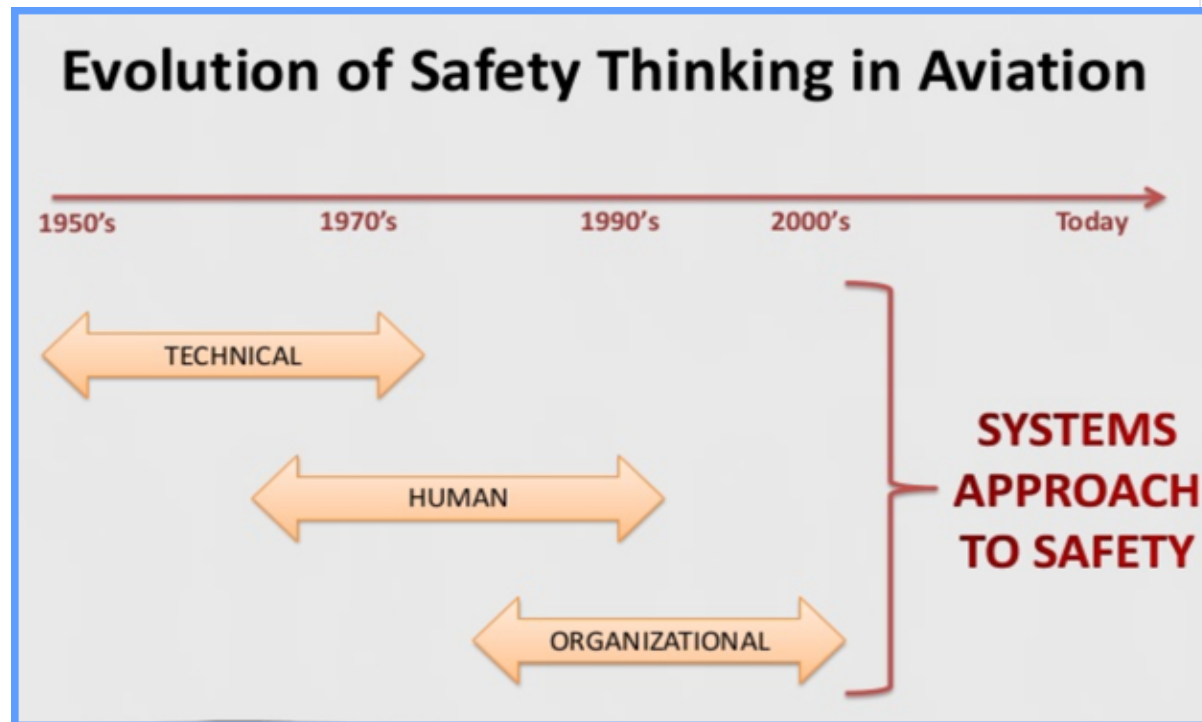
1950's   1970's   1990's   2000's   Today

Evolution of Aviation Safety

Evolution of Safety Thinking in Aviation

1950's 1970's 1990's 2000's Today

TECHNICAL

Evolution of Aviation Safety

Evolution of Aviation Safety

Evolution of Aviation Safety

Evolution of Safety Thinking in Aviation

1950's 1970's 1990's 2000's Today

TECHNICAL

HUMAN

ORGANIZATIONAL

SYSTEMS APPROACH TO SAFETY
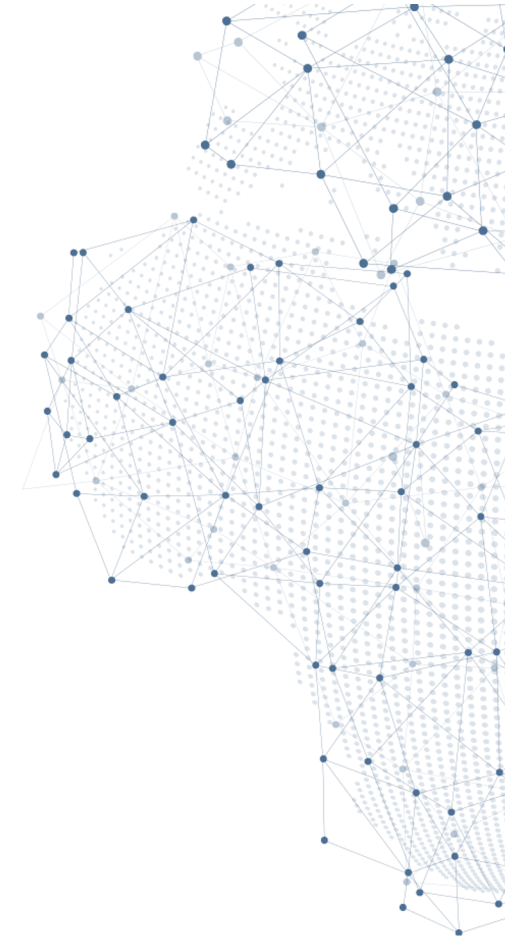
canso

CANSO SoE in SMS Framework

SAFETY CULTURE

Defining Safety Culture

- Refers to the enduring **value, priority and commitment** placed on safety by every **individual** and every **group** at **every level** of the organisation.

- Reflects the individual, group and organisational **attitudes, norms and behaviours** related to the **safe provision** of air navigation services.

Safety Culture Objectives

- A just, flexible and informed safety culture, led by management, that supports positive and pro-active reporting and learning.

- Regular measurements of safety culture and an improvement program.

- An open climate for reporting and investigating occurrences
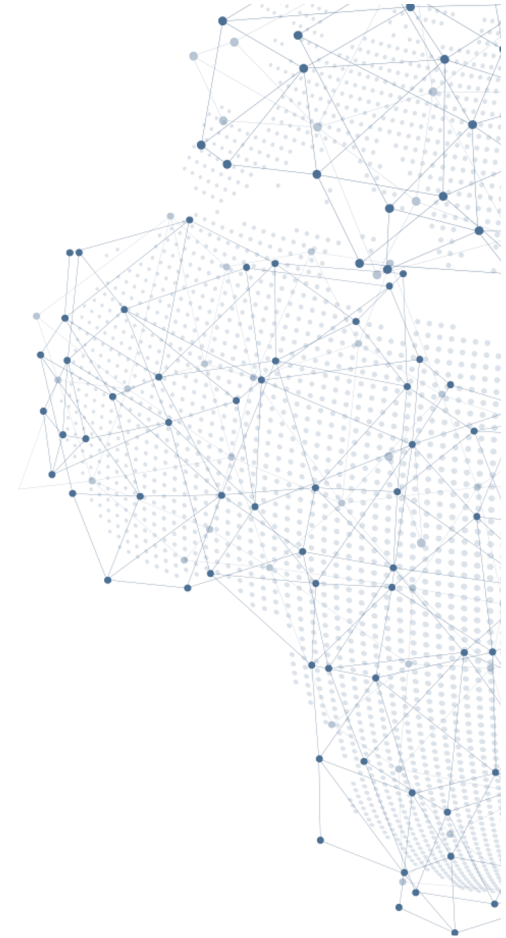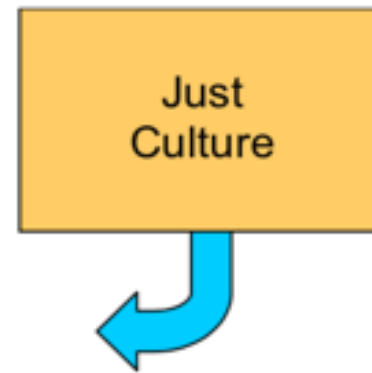

canso

Typical Safety Culture Enhancement Process

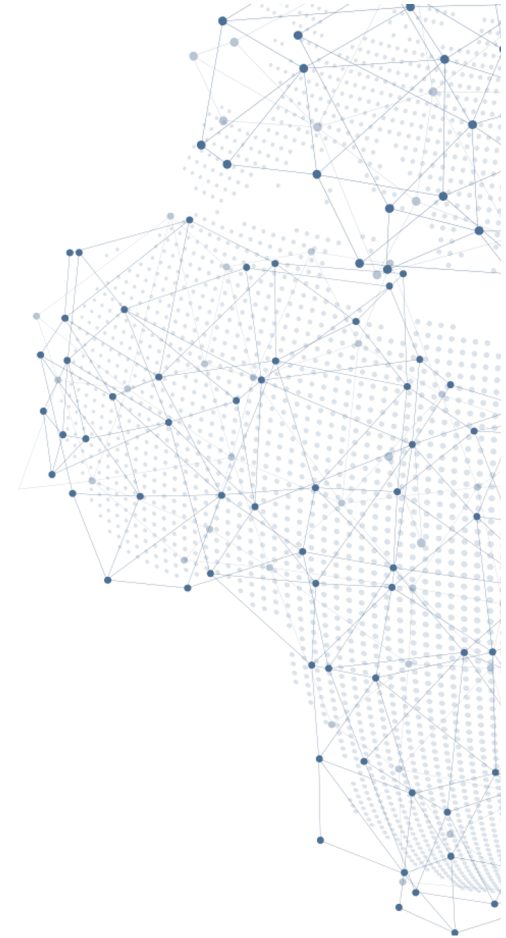# Components of a Healthy Safety Culture
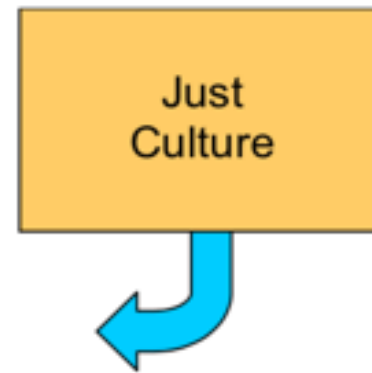
Reporting Culture

- Protection from disciplinary proceedings

- Confidentiality or de-identification

- Separation from information collectors from those that discipline

- Rapid, useful and intelligible feedback

- Ease of reporting

canso

Components of a Healthy Safety Culture

Reporting
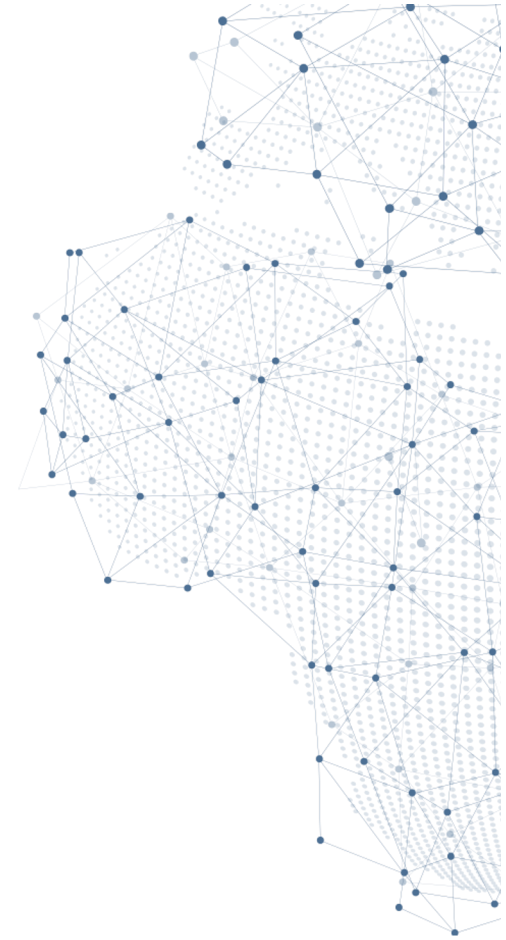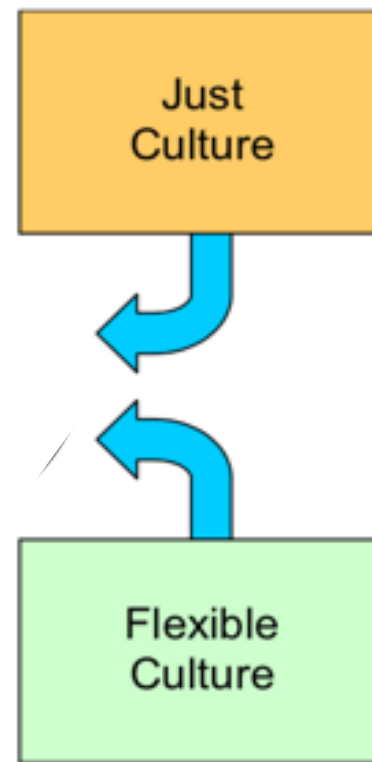Culture

Just
Culture

canso

Components of a Healthy Safety Culture

- Employees are held accountable for deliberate violations of rules

- Encouraged to provide essential safety-related information

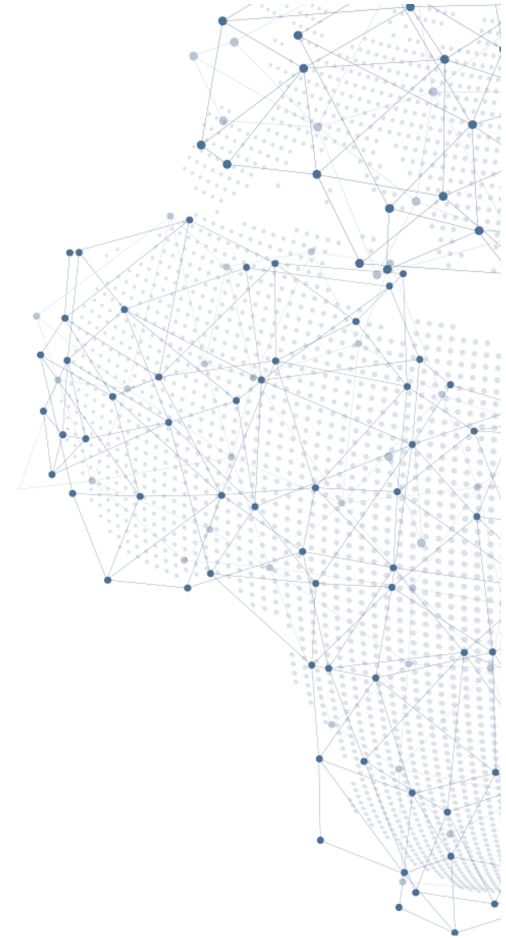- Rewarded for doing so

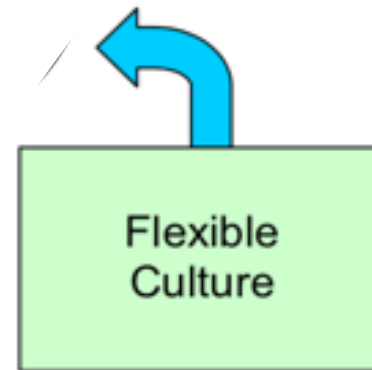- An atmosphere of trust is the single most important element

Just Culture

canso

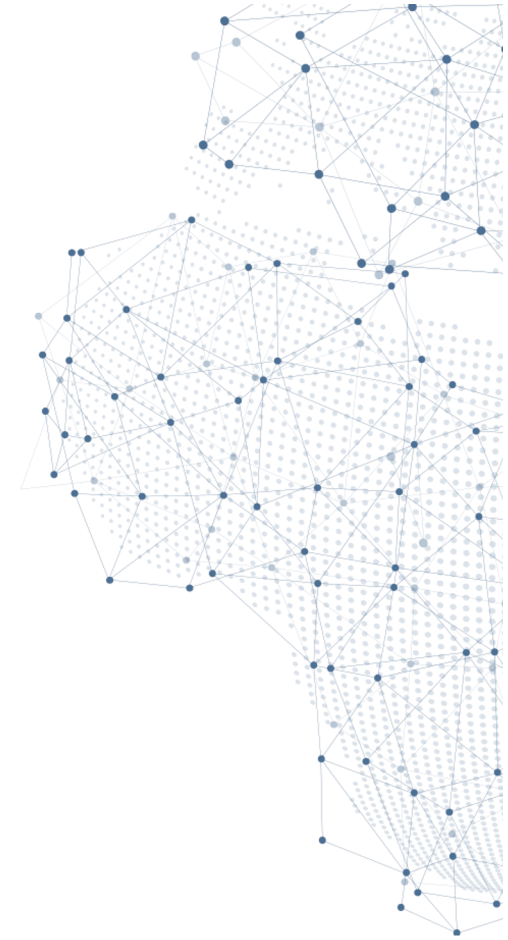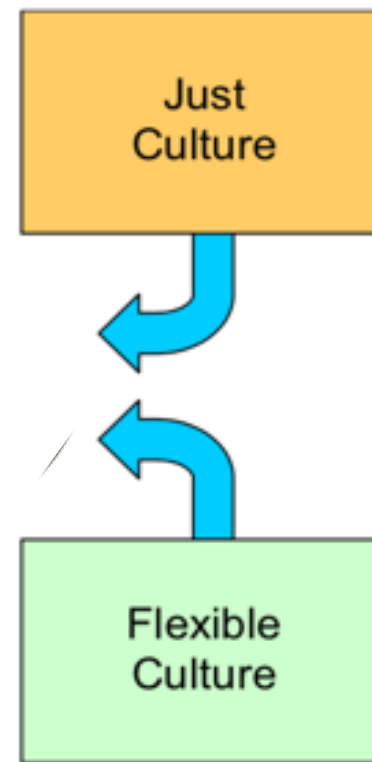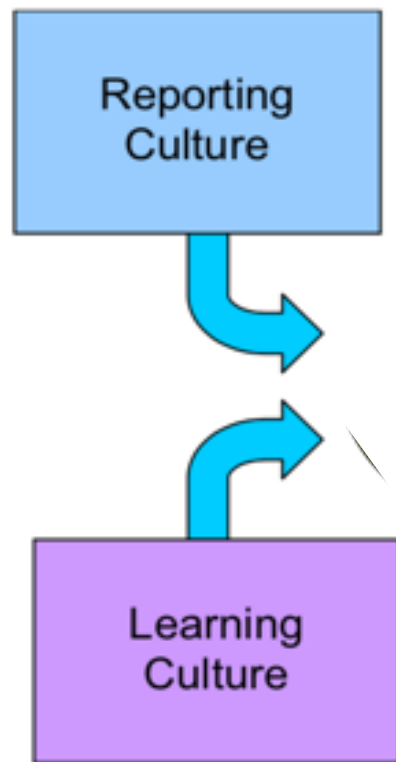# Components of a Healthy Safety Culture
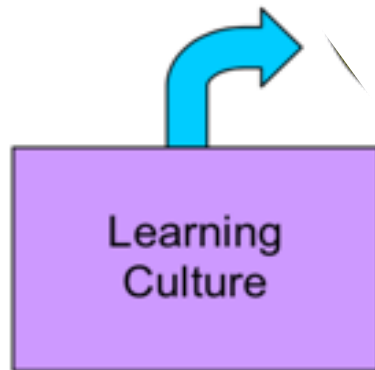
Components of a Healthy Safety Culture

- Allows employees to question procedures and behaviours

- Operational roles and responsibilities become less centralized and more fluid

- All employees feel a shared responsibility for the success and positive safety performance of the organisation

Flexible Culture

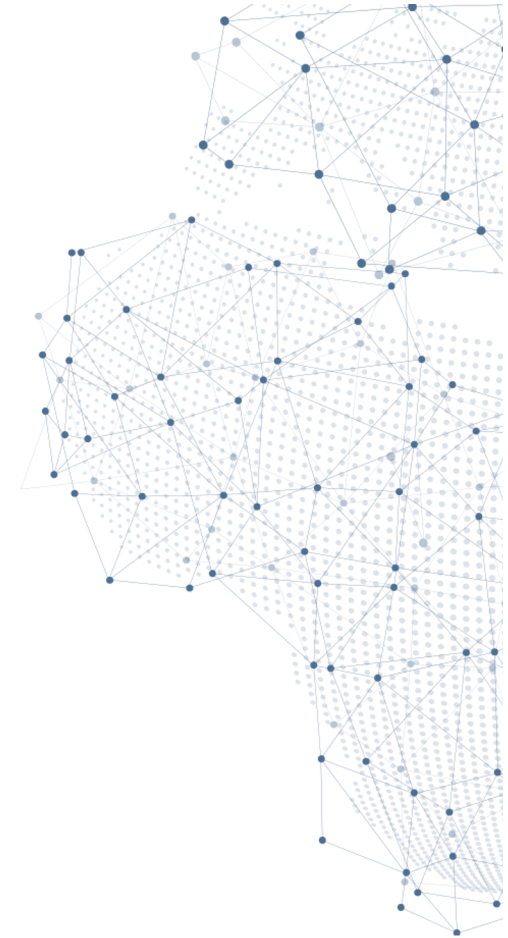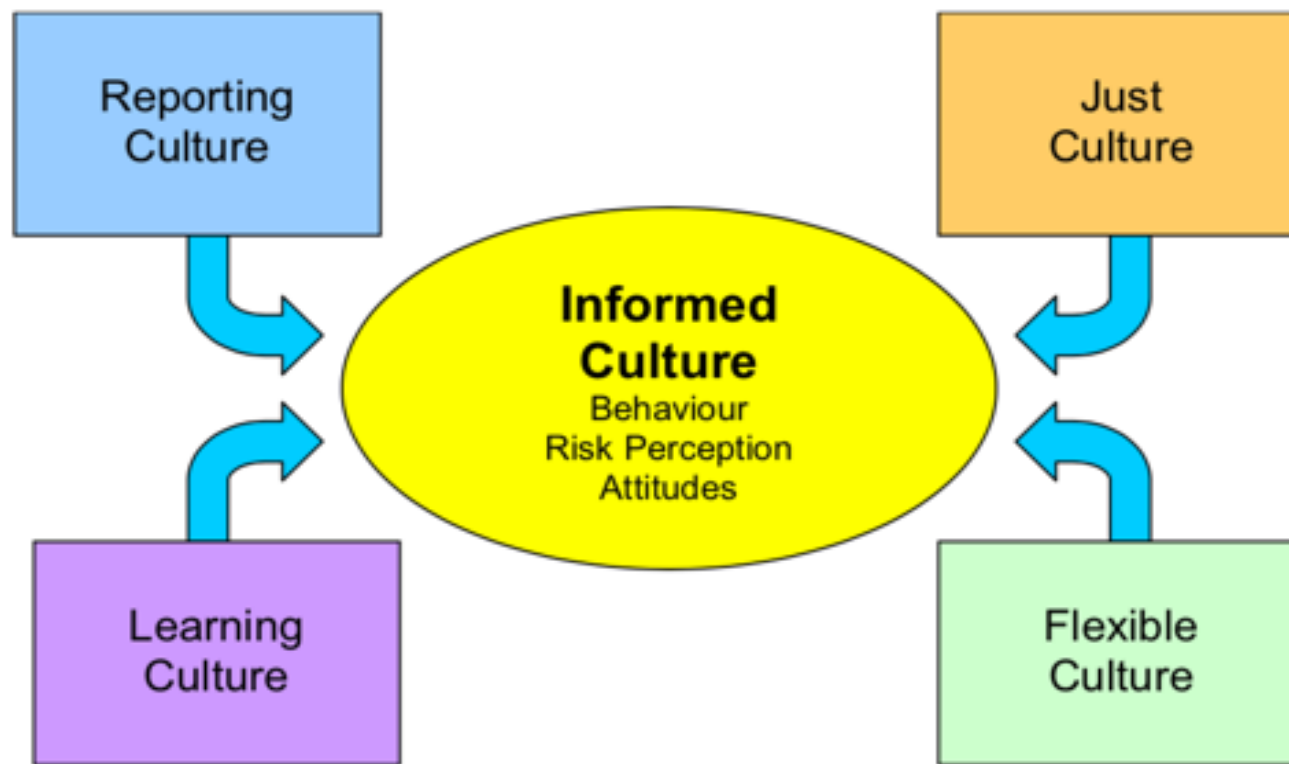# Components of a Healthy Safety Culture

Components of a Healthy Safety Culture

- Organisation is willing to change based on safety indicators and hazards

- Proactive observation and evaluation can help identify vulnerabilities or weaknesses

- Enables continuous learning and improvements to safety

Learning Culture

canso

Components of a Healthy Safety Culture

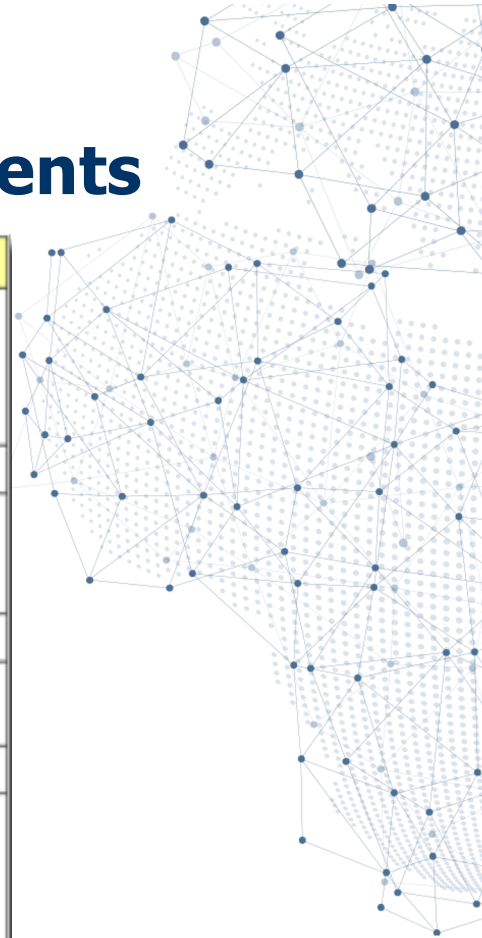# Components of a Healthy Safety Culture

- Safety Consciousness

- Leadership commitment

- Open Communication

- Just Environment

Informed Culture
Behaviour
Risk Perception
Attitudes

- Involvement of everyone at all levels

- Learning throughout the organisation

- Effective decision-making process

- Reporting, follow-up, feedback and continuous improvement

canso

Characteristics Mapped Against SMS Elements

Informed Culture Characteristic	SMS Element
Safety consciousness	All, with emphasis on: • Organisational and individual safety responsibilities • Training and education • Risk management process
Leadership commitment	• Organisational and individual safety responsibilities
Open communication	• Organisational and individual safety responsibilities • Safety interfaces • Safety communication
Just environment	• Safety reporting, investigation and Improvement
Involvement of everyone at all levels of the organisation	• Organisational and individual safety responsibilities • Safety interfaces
Learning throughout the organisation	• Safety reporting, investigation and improvement
Effective decision-making processes	• Risk management process • Safety performance monitoring and measuring • Operational safety surveys and SMS audits • Training and education • Safety interfaces
Reporting, follow-up, feedback and continuous improvement	• Safety reporting, investigation and Improvement • Safety performance monitoring and measuring

canso

Shayne Campbell
CANSO Safety Programme Manager
shayne.campbell@CANSO.org or safety@CANSO.org

canso
civil air navigation services organisation