

Managing new and emerging risks – Lessons learned

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29.09.2021

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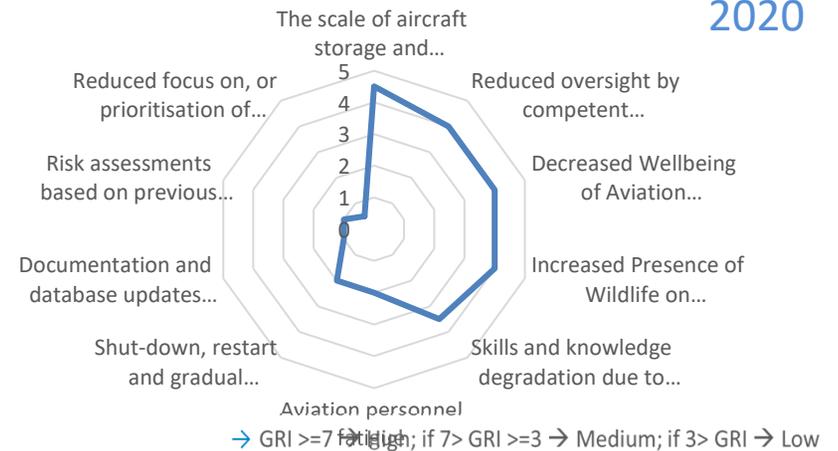
Business continuity – flexibility and resilience

- Huge disruptions induced by the pandemic - a challenge to a highly **regulated**, optimised for **regularity** system like aviation
- Overall aviation demonstrated **incredible resilience** when faced with disruptions of such magnitude
- **Extended use of flexibility measures** needed to ensure business continuity.
Key safety enablers:
 - Built-in safety margins
 - Maturity and robustness of SMS
 - International by design: Regional and international coordination
 - Strong safety culture shared by all stakeholders.
- COVID 19 pandemic – a great **accelerator**

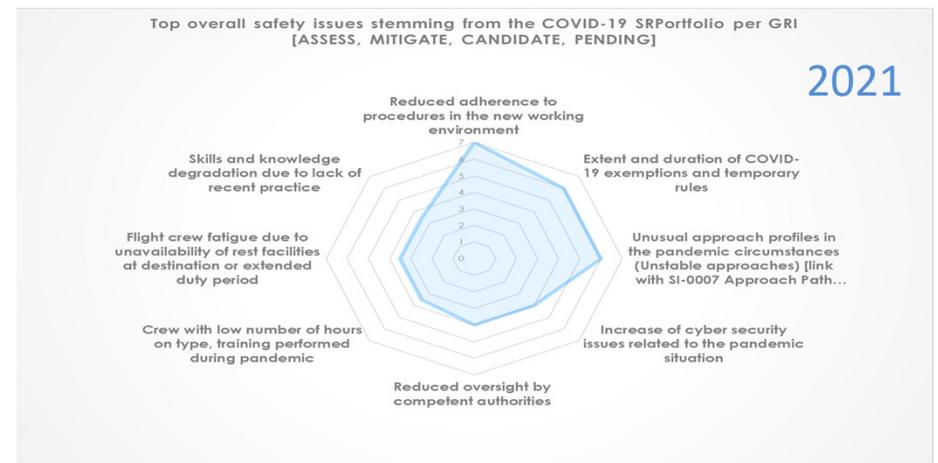
Changed risk picture

- Industry recovery not at the expense of safety
- EASA took two main safety initiatives:
 - Identify the **Safety Issues** that emerge from the crisis → **CV-19 Safety Risk Portfolio** [*Foresight activity*]
 - Establish a mechanism to **monitor the safe return to operations** → **Data Intelligence Report** [*Hindsight activity*]

2020



2021



Lessons learned

- **Data** is good but **not everything** – use good, old expert judgment
- Many interdependencies – high propensity for **risk transfer**
- **Integrated risk management** - a **key enabler** to successfully manage disruptions of such scale
- Management of **external (non-aviation) risks** – leading to a shift from “**safety of flight**” towards the “**safety of the passenger**”
- Extensive use of “**soft law**” regulatory tools
- **International by design** – imperative that measures are coordinated and accepted at **regional/international level**.
- **Fragmented and uncoordinated** non-aviation measures, an **obstacle** to the quick and safe recovery.

Lessons learned

- **Opportunity** to implement bold changes: remote oversight, address regulatory rigidity, use of faster regulatory instruments
- It's not over yet – **latent risks** remain and need to be identified and mitigated, changed **economic** landscape, increasing **environmental** challenges
- Next crisis will be different – enhance overall resilience

Thank you for your attention

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