

Normal Operations Safety Survey

Getting the most out of the Process



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AIRWAYS
NEW ZEALAND



Overview

- **Brief History of Airways NZ**
 - Safety Culture
- **A broader look at our safety philosophy**
 - How safe are we / How safe do we want to be
- **Airways current safety management processes**
- **Where NOSS fits in**
- **The Data driven change process**
- **Planning for the outcomes of NOSS**
- **Our experiences with our NOSS trial**
- **Lessons Learnt**
- **Planning for the next step**



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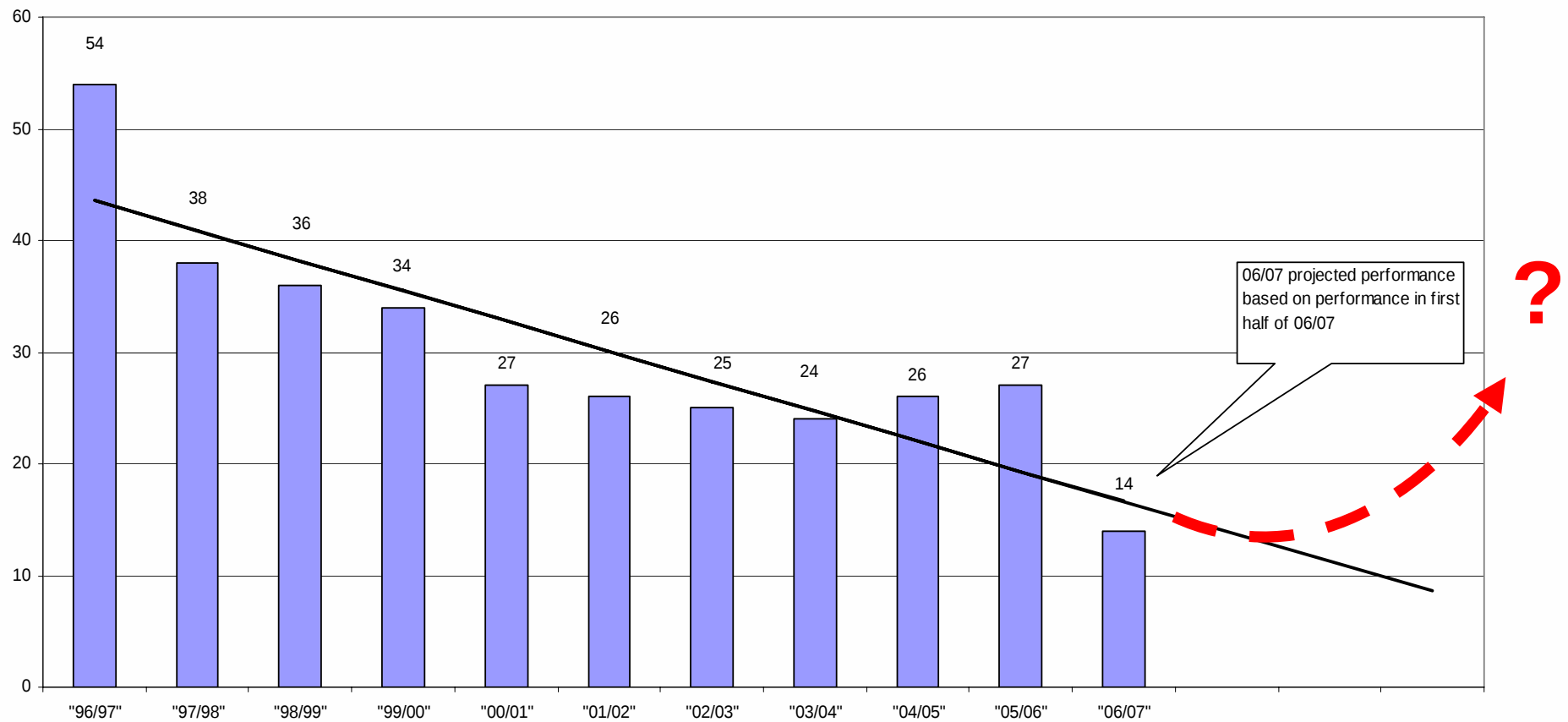
Mission Statement

“we work with our customers to get aircraft
and their passengers where they want to
go safely and efficiently”

**We are not in the Safety Business, but rather in the
business of doing what we do safely**



Loss of Separation Incidents per 100,000 Movements



How safe are we

What do we know:

We have fewer incidents than in the past

In our history we haven't had a crash that has been attributed to ATC

The skies are getting busier

We know that we fix any problems that are identified as a result of ASI's.

We benchmark our performance with similar organisations

We audit our processes to ensure that they are sound

We have a well established risk assessment program for new and existing procedures

We are proactive in responding to potential shortfalls or suggestions for improvement

We have a health safety culture lead from the top down

But tomorrow is another Day!

How confident are we about the future

The worst case scenario could happen anytime



The reality check

We think our current processes are good but:-

- We don't know as much as we should about what actually happens on an average shift
- We don't know as much as we should about how staff manage the complexities of the environment
- If we are to reduce incidents and the possibility of an accident we need to identify, understand and eliminate their precursors.
- The risks in the environment can't be eliminated completely, but
 - we can work harder on identifying and reducing system threats
 - Controller error can be better managed and avoided

**We don't have the resources to solve all the problems, but
we can identify and "target" key areas**



The traditional safety change programme

Was in response to:

- Incidents / accidents –internal and external
- Directives from outside the organisation – The regulator etc.
- Findings from our Audit programs
- Requests for Change generated from within the organisation
- Experience, intuition and gut feelings of Operational managers

**We have been successful in maintaining a downward trend in incidents
but our methods have been largely reactive in nature**



Where NOSS fits in

- Our traditional data sources (such as ASI's) have not been large enough to identify meaningful trends
 - **NOSS provides a large concentrated, and consistent data source**
- Traditional data sources are largely reactive and require a failure to trigger a process
 - **Noss provides data on potential problems that are routinely encountered and managed**
- Traditional data sources tend to concentrate on narrow events
 - **NOSS provides data that allows a view of the entire operational context**
- NOSS provides a good platform for data driven change

**NOSS is an element of the safety program
It should live in harmony and complement other processes**



The Data Driven (NOSS) Change Process

- 3-5 years
- Measure the environment
 - Analyse the data
 - List potential targets for improvement
 - Prioritise targets for improvement
 - Select targets for improvement
 - Formulate a plan that will practically address the issues (Staff should be involved)
 - Incorporate targets into business plans
 - Implement changes
 - Re-measure the environment



Keeping data in context

Is data all we need to improve safety

No

Data must be mined
and analysed in conjunction with
other sources to identify Safety Targets

The Safety Change Program should
then translate the targets
into Change



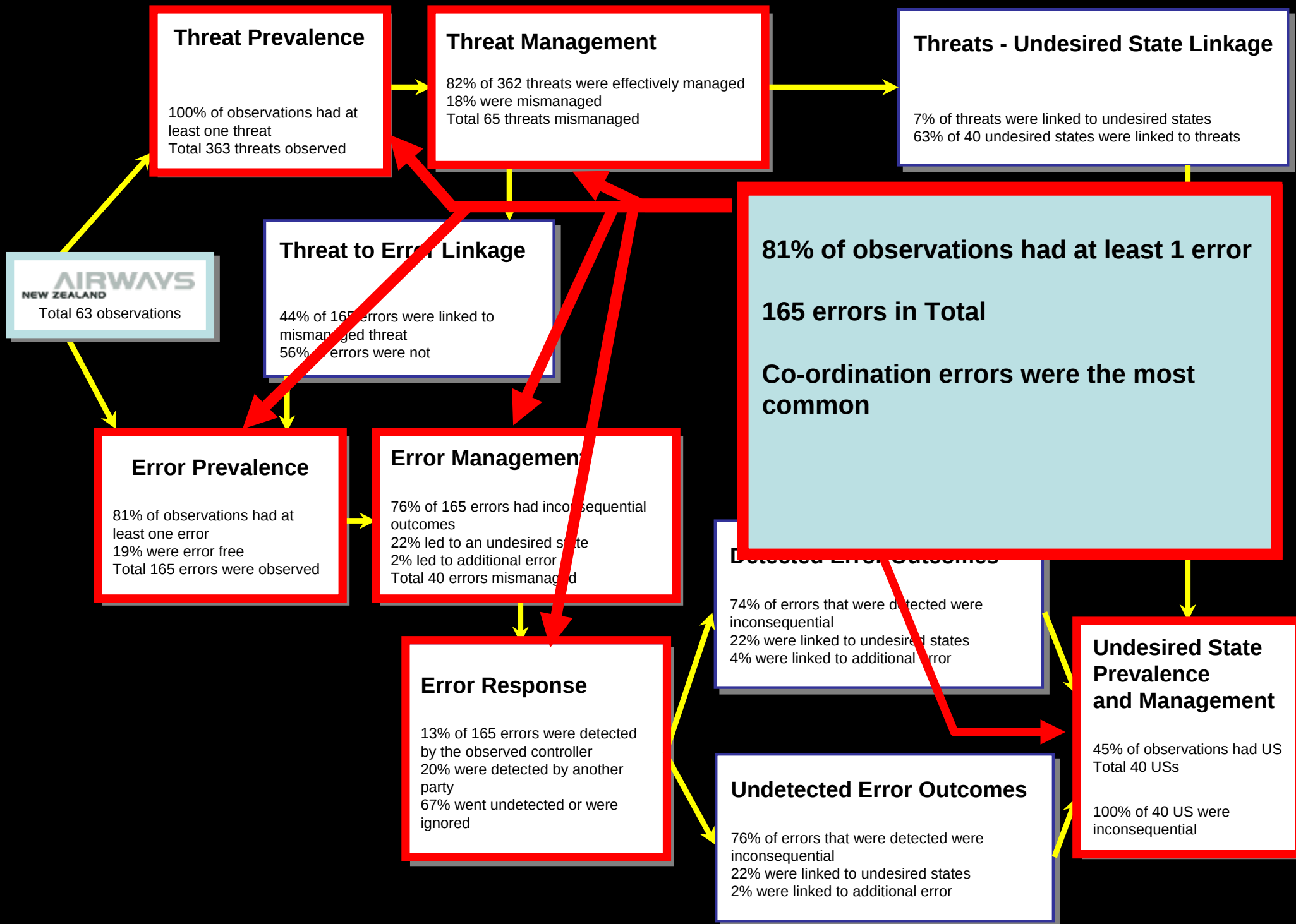
Planning for the outcomes of NOSS

Getting the safety change process underway:

- Where and when do we start
- Is the organisation ready for the outcomes that may be identified
- Understanding what NOSS intends to deliver (its strengths and weaknesses)
- Understanding where NOSS will fit into the organisations safety management program
- Understanding that the NOSS process is a partnership between staff and the organisation
- Understanding that the organisation must take action to address at least some of the issues

**Transparency and planning are the keys
to success for any NOSS based safety change program**







Recommendations

- 12 were made, 11 were accepted for action:
 - Setting up working group with the airspace users to address Airborne / ground threats e.g. Similar callsign, visual approaches etc
 - Address co-ordination issues through TRM
 - Mandate degraded mode training in annual cyclic training
 - Review hand-off procedures in some sectors
 - Adopt formal HO/TO procedures across all sectors (Checklists)
 - Review opening and closing position procedures through cyclic training
 - Increase training on ATS systems
 - Review traffic complexity issues within specific sectors



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Lessons learnt

- Start earlier and map out a framework for the entire process
- Clearly allocate responsibilities for each part of the process
- Approach the process as a partnership between staff and the organisation
- Regular communications at all levels
- Clearly identify targets for improvement that are achievable and practical
- Involve staff in developing and implementing the change strategy
- Put in place a monitoring and reporting process to ensure targets are achieved
- Put in place a review process to modify the change strategy as required
- Above all celebrate your successes



Taking the next step

- Airways NOSS 2008 (commencing May 26)
- 120 observations of our 4 terminal sectors
- Technical support from the NOSS collaborative
- We have modified our planning to incorporate lessons learnt

**With NOSS we have greater confidence about our future
and the continued safety of our customers**



Summing it all up

Thank you



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