



Remarks of CANSO Director General Jeff Poole to the CANSO Global ATM Safety Conference in Punta Cana, 19 October 2015

Welcome to Punta Cana for the CANSO Global ATM Safety Conference. As I said earlier this morning, safely managing the increase in air traffic is a top priority for Dominican Republic's air navigation service provider, Instituto Dominicano de Aviación Civil (IDAC). I would like to thank IDAC once again for hosting this key conference for the air traffic management (ATM) industry as well as the Latin America and Caribbean Conference.

The CANSO Global ATM Safety Conference is an important week for sharing information and best practice; and discussing and agreeing programmes and actions to further improve safety for the industry.

CANSO takes very seriously its responsibilities on safety, our number one priority. Further improving safety performance is a key element of CANSO's strategic plan for air traffic management, Vision 2020. Vision 2020 guides CANSO's work programme on safety by: being forward thinking about future safety challenges; sharing best practice; producing excellent guidance and training; and instilling a safety culture across CANSO Members.

We can all be pleased and proud that you, as the CANSO safety community, are successfully delivering the safety goals outlined in Vision 2020 and its associated Workplan. All this hard work will be highlighted during our week here in Punta Cana and we will also be providing updates on progress since the last Global ATM Safety Conference in Bangkok in January.

In particular, we will review the work of the CANSO workgroups on: a proposal to move beyond merely measuring the total number of safety events to more fully understanding and implementing risk-based performance metrics; comparative analyses between Members to better understand the differences in how ANSPs capture, analyse and address safety events; and proposals for future CANSO initiatives that will improve runway safety.

The conference is also an important decision-making forum and we will be making decisions on issues such as: the transition to the next version of the *CANSO Standard of Excellence in SMS Maturity Assessment* in 2016; methods to determine the top five safety priorities to inform the safety work plan; adopting the proposed Common Risk Analysis methodology; looking at the role of Human Performance Measurement in CANSO's safety programme; suggestions to increase and improve data submissions; and next steps regarding regional safety strategies and implementation plans.

I do not have the time to cover all of CANSO's safety achievements and plans to further improve safety but I would just like to pick out a few examples of key initiatives that we are progressing: the *CANSO Standard of Excellence in Air Navigation Services - Safety* (SEANS - Safety); the role of human performance measurement in CANSO's safety programme; creating a common risk analysis methodology; learning from what is going right in the organisation under Safety II; runway safety; and revisions to the *Standard of Excellence in SMS and Implementation Guide*.

SEANS – Safety

The *CANSO Standard of Excellence in Safety Management Systems* (SOE in SMS) has been recognised as an important contribution to improving safety performance. The logical next step is to evolve the SMS maturity programme into one that is recognised, not just in the ATM community, but across the aviation industry as a whole and in particular, ICAO. So, we have been working on an important initiative to do just that with the *CANSO Standard of Excellence in Air Navigation Services* or SEANS – Safety,

SEANS – Safety is a mechanism to assess and demonstrate the maturity levels of the safety management systems of CANSO Member ANSPs. It is important for a number of reasons.

First, in line with the value pillar of Vision 2020, SEANS - Safety adds value for CANSO Members in improving safety performance. SEANS - Safety will provide CANSO Members with an impartial, standardised means of assuring and demonstrating ANSP safety management capabilities both within the CANSO membership and externally to regulators, ICAO and others.

Through the programme, CANSO Members will be in a better position to standardise the elements of their safety management systems, thus facilitating: enhanced data analysis; safety risk management; and performance measurement; all of which will result in higher overall levels of safety performance.

Second, the International Civil Aviation Organization (ICAO) has voiced strong concerns regarding the effectiveness of regulatory oversight of some ANSPs and has called on CANSO to help address this concern. This is particularly pertinent in Africa where I am working with ICAO President Benard Aliu on an ANSP safety initiative. Failing to address this issue would lead to CANSO Members facing the prospect of ICAO expanding its audit programmes to include specific requirements for ANSPs and CANSO believes that self-regulation is much more cost-effective than outside, mandated regulation.

Third, we have seen from assessment programmes by the International Air Transport Association (IATA) and Airports Council International (ACI) that these types of programmes are recognised and highly regarded by the industry. It is time for CANSO to establish a similar programme that sets the industry standard and enhances the use and effectiveness of safety management among CANSO Members. Otherwise we risk being left behind by industry partners with established programmes.

Of course there will be challenges along the way: participation, recognition, funding. The CANSO Executive Committee has approved the concept and principles of SEANS - Safety and the immediate next steps. At its next meeting on 3 November, the Executive Committee should approve the details of its implementation. We are determined to deliver SEANS - Safety and I look for the full support of all CANSO Members to make it happen.

The role of Human Performance Measurement in CANSO's safety programme

Safety investigation is one of the most important elements in the *CANSO Standard of Excellence in Safety Management Systems* to provide safety assurance for an ANSP. Human factors contribute to around three quarters of all aviation accidents and incidents. We now have draft best practice guidance on human performance in safety investigations. It aims to improve human performance in investigations by the systematic integration of human factors knowledge in safety investigations, starting with the receipt of an occurrence report and including data collection, analysis, report writing, lesson dissemination and promotion. This is important work and you will hear more about it on Wednesday.

A common risk analysis methodology

Effective risk analysis enables ANSPs to assess the seriousness of incidents in terms of how close they came to being accidents and the likelihood that they might happen again, The Future SMS Development Workgroup is developing a methodology based on the work of EUROCONTROL and the Federal Aviation Administration (FAA). It aims to systemise the process and results of analysing safety incidents through a scoring tool and a panel of independent subject matter experts.

It will encourage Member ANSPs to adopt a disciplined, structured approach to risk analysis. It will also help CANSO to identify, prioritise, address and monitor safety issues that arise at global or regional levels.

Again, this demonstrates the value of working together to bring important benefits to CANSO Members, in this case by ensuring discipline, rigour and commonality in the way that we analyse and manage risk.

Safety II – focusing on what works well

Traditional safety management approaches have focused on understanding why things go wrong and then working to prevent these eventualities. This is known as 'Safety I'. But there are relatively few accidents in ATM and in aviation in general so there is not that much data to inform safety improvements. However, safety improvements can also be realised by using safety barrier measurements and practical methods to determine what is going right in the operation. This is known as 'Safety II'. The idea is that we focus on success; on what works well.

The challenge is to understand performance variability; recognising that there is a difference between work as imagined – the way a system should operate; and work as done – what actually happens, the workarounds and daily adjustments.

The Future Safety Management System Workgroup has been considering how best to incorporate this Safety II approach in to the safety management process by exploring the 'Systems Thinking' approach. This outlines 10 principles to better understand elements such as controller mind-sets, work flows and trade-offs between the way the system should operate and what actually happens.

I look forward to CANSO Members eventually adopting this approach and incorporating Safety II into their safety management systems.

Runway Safety

The CANSO safety community has done great work on runway safety. This continues to be a vital area of focus and it is important that we continue the momentum. Tomorrow the conference will be exploring the risks and mitigations associated with airport construction activities. And we will be hearing about some of the work planned for 2016 including: identifying the top contributing factors and mitigations for runway incursions; agreeing definitions of what is and what is not a runway incursion; and potentially developing a standard of excellence for runway safety.

At the same time, it is important that CANSO Members take full advantage of the excellent work of the workgroups. This is an area where we can and must do better – for example, although many ANSPs are now using the CANSO Runway Safety Maturity Matrix, there are still too many that are not. You know who you are and I urge you to embrace the best practice to improve safety. It is important also that CANSO and the workgroups receive your feedback so that we can further improve and refine our best practices in terms of practicality and effectiveness.

The Safety Performance Measurement Workgroup will determine why ANSPs use or do not use the safety maturity checklist; adjust the checklist as necessary; and run an awareness campaign to promote the benefits of the checklist. For me, this demonstrates the importance of feedback from members and the willingness of CANSO and its workgroups to listen to Members and adjust as appropriate.

Revisions to the CANSO Standard of Excellence in SMS and SMS Implementation Guide

The *CANSO Standard of Excellence in SMS and SMS Implementation Guide* provide a robust and comprehensive framework for the implementation and maturity of a safety management system; and enable ANSPs to comply with the SMS requirements of ICAO Annex 19 – Safety Management. The accompanying 300-page *CANSO SMS Implementation Guide* provides detailed guidance on how to develop and implement a SMS that is appropriate for the organisation and compliant with the SMS requirements in Annex 19.

About half our Member ANSPs already self-assess their safety management practices using the Standard of Excellence. However, a number of questions were raised about the application of the SOE in SMS to the CANSO/EUROCONTROL Safety Management Maturity Survey. The Future Safety Development and the Safety Performance Measurement

Workgroup have now revised the two documents to improve the Safety Management Maturity Survey and raise the standard of achievement in safety management.

This does mean that the revisions will result in a reduction in maturity scores by many Member ANSPs compared to previous years. But this does not mean that an organisation's performance is worse. Rather it means that the standard is now higher. The revisions to the two documents will now go through the formal process for approval.

Conclusion

I never cease to be impressed by the sheer amount and quality of work that the CANSO safety community does to improve safety performance. And your hard work and dedication ensures that CANSO continues to lead the industry with further improvements in safety in air traffic management while also providing practical assistance to CANSO Members which are at various stages of Safety Management System implementation.

All these activities in the CANSO safety work programme are helping ensure that ANSPs around the world apply a rigour and disciplined methodology in their approach to safety management. Safety is our number one priority and your work ensures that it remains so. Thank you.