



## **Remarks of CANSO Director General, Jeff Poole, to the CANSO Global ATM Safety Conference in Bangkok on 26 January 2015**

### **CANSO: Leading further improvements in safety management in ATM**

CANSO takes very seriously its responsibilities on safety, our number one priority. 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; and producing excellent guidance and training.

While aviation is still the safest form of transport, this year has seen the tragic losses of Malaysia Airlines flights MH370, MH17 and Air Asia flight QZ 8501. CANSO has a clear responsibility to examine and review these and other accidents and incidents and work with our partners to reduce the chances of similar incidents happening in the future. I am pleased at the way that all parts of the aviation industry came together to work with States to produce recommendations to mitigate against repeats of MH370 and MH17. CANSO has played and continues to play an important role in this process and there is still much to do to ensure that the findings and recommendations are fully implemented.

This morning I want to look at safety from several perspectives: what CANSO is doing to improve safety, highlighting some of our major achievements; how CANSO's work fits in with the wider approach to safety across the aviation industry, including the ICAO Global Aviation Safety Plan (GASP) and the legislation, regulations and best practice of States; and what we need to do next to improve safety even further with the support of our industry partners and States.

### **How CANSO is improving safety across the aviation industry**

In the period since the last CANSO Global ATM Safety Conference in November 2013, we have seen some impressive work to improve safety thanks to the hard work of the CANSO safety community, whose expertise and commitment never fails to impress me. Today I want to touch on some of the most important developments including: the development and implementation

of safety management systems; improving runway safety; defining and implementing a just culture; and safety performance benchmarking.

## **Safety Management Systems**

First, is the huge progress we have made in developing and implementing effective and robust safety management systems. Around a year ago, we published a revised *CANSO Standard of Excellence in Safety Management Systems* (SOE in SMS) to bring it into line with ICAO's Standards and Recommended Practices as contained in Annex 19 on safety management. ANSPs that implement the SMS SOE will be able to determine whether they are compliant with the ICAO Annex 19 requirements and will be able to follow the road map to an even higher level of SMS maturity. It is a planning tool that emphasises the phased step-by-step implementation of a SMS. It enables safety managers to prioritise their safety efforts; to measure and understand SMS maturity in their organisation; and to measure their organisation's SMS against a common industry ATM standard. By adopting the Standard of Excellence and thus standardise and harmonise their systems, CANSO Members can exchange data on mitigation strategies, safety risk management and so on.

We have now taken this excellent work one step further and today I am proud to announce the publication of the *CANSO Safety Management System Implementation Guide*. At over 300 pages this is an impressive step-by-step practical guide which covers all the steps needed to implement SMS. It focuses on areas such as: use of common safety methodology codes of practice; use of similar reference systems; human factors in safety management; safety by design; and barrier analysis.

CANSO through its safety workgroups can be justifiably proud of this work - but where do we go from here? The next stage is seeking ICAO acknowledgement of the CANSO SOE in SMS as an appropriate framework for the implementation and maturity of safety management systems, so that it recognised as an enabler for ANSPs to comply with Annex 19.

We need to demonstrate to ICAO that the CANSO standard truly is a 'programme that monitors compliance and adoption of best practice' in line with the Global Aviation Safety Plan. To do this, we need to be able to effectively support adoption of the SOE in SMS by ANSPs and monitor implementation. I am therefore encouraged by the feasibility study on the establishment of a CANSO SOE Safety Certificate through an authorised consultant programme and look forward to a clear recommendation to be presented to the CANSO AGM in June 2015.

But time is of the essence and we must push ahead with a real sense of urgency in the area of safety certification. Not only is this an obvious area for self-improvement for which there is strong need but also it is clear to me that further standards and regulations will be imposed upon air traffic management unless the industry steps up to this challenge of self-improvement with a robust, credible and acceptable assessment and certification scheme.

In sum, we have done great work in developing guidance on how to implement a SMS but we need to ensure that the CANSO SOE in SMS is duly recognised and adopted by the global aviation community. To achieve that, we must have clear commitments from our Member ANSPs to support implementation of the CANSO SOE in SMS and we must progress urgently in the area of safety assessment and certification of ANSPs.

### **Runway safety**

Second, runway incursions represent a significant area of safety risk, which is why this is such a major focus for CANSO and is one of the three priorities in ICAO's Global Aviation Safety Plan. CANSO Members submitted safety performance data for 2013, which showed a rate of 3.76 runway incursions per 100,000 runway movements. Of these 0.56 per 100,000 were attributable to ATM, a decrease compared with the 0.90 rate in 2012.

CANSO is working on reducing runway incidents through a number of programmes and initiatives alongside industry partners and ICAO. The CANSO Runway Safety Initiative launched in 2013 provides practical tools to improve safety with check lists for controllers and pilots; the runway safety maturity checklist; and a mobile app.

Those ANSPs that have adopted these tools as part of this initiative have found them very valuable but the uptake is still not as high as it should be across CANSO Member ANSPs. I therefore urge all CANSO Member ANSPs to participate in the CANSO Runway Safety Initiative and to encourage others to do so.

In 2015, ICAO, with the support of its industry partners, including CANSO, will be conducting Runway Safety Go-Team missions to promote the establishment of local Runway Safety Teams utilising the guidance that has been developed. CANSO is urging its ANSP Members fully to support the RSTs because participating in runway safety teams with our industry partners ensures the ATM perspective is fully integrated at the airport level. Establishing runway safety teams is also an acknowledged step in implementing SMS.

In addition, we continue to organise runway safety seminars around the globe, including at the end of CANSO regional conferences.

### **Just culture**

Third, just culture has been another important area of focus. One way of constantly improving safety is to analyse mistakes, learn lessons from them and adjust procedures and processes accordingly. Safety incident reports submitted by staff are a valuable source of information for learning safety lessons, but to ensure organisations receive as many reports as possible, organisations must foster a culture in which staff know they will be treated fairly when they do report including in circumstances where staff may feel concern that their report could potentially incriminate themselves because of their actions.

To further a just culture in ANSPs, CANSO produced the *CANSO Guidelines on Just Culture* in 2014, which provides guidance to CANSO Members on fostering a just culture in their organisations. The document outlines recommended principles and responsibilities to be undertaken by both employees and the organisation. I encourage all CANSO Members to take advantage of this excellent work and to adopt the CANSO guidelines to commit to just culture and non-punitive reporting.

And we will work closely with ICAO to try to ensure that regulators and legislators establish appropriate laws and regulations that will protect safety information and their sources

### **Safety performance/Benchmarking/performance metrics**

Fourth, CANSO has been collecting, analysing and reporting on the safety performance of ANSPs for ten years. Safety data is absolutely vital for measuring safety performance; identifying problem areas; and is thus a valuable tool for improving safety performance. For example, our work on the two lagging indicators (IFR-IFR loss of separation and runway incursions) has given us important insights into the safety challenges in these two areas and also gives us an insight into the requirements and challenges in developing globally harmonised safety performance indicators.

However, we could do so much more and there are three areas where I wish to see further progress

First, expanding the scope of the CANSO safety benchmarking exercise. We use well the existing metrics and I am encouraged by the initiatives to expand these to a full suite including all the key issues and causal factors. I look forward to hearing of the establishment of additional metrics and harmonised global risk assessment processes that will enable CANSO to lead the industry in risk identification, mitigation and tracking.

Second, I would like to see information on ANSP safety performance included in the *CANSO Global Air Navigation Services Performance Report 2014* released annually in December.

Third, is the opportunity for CANSO to show leadership in the development of a common taxonomy, supported by definitions and guiding interpretation data that is applied consistently across the safety performance indicators being developed by the various ICAO safety initiatives.

ICAO and IATA make excellent use of the data that they gather and I would like to see CANSO having similar access to wide ranging and valuable data from which we can learn how to improve safety further. CANSO will work with its Members to address the challenges, which include: legal concerns; cultural resistance; concern over possible retribution for mistakes; and impact on insurance premiums. Looking beyond CANSO, we are urging ICAO to work with us to establish globally harmonised safety performance indicators with effective metrics and consistent definitions

### **High Level Safety Conference Montreal 2-5 February**

Next week in Montreal, the ICAO High Level Safety Conference provides us with an opportunity to reinforce our safety credentials and gain support from ICAO and its Member States for the work we are doing on ATM safety improvement. Our goal is to influence the evolution of the Global Aviation Safety Plan and to gain recognition for the CANSO Safety Programme.

At the celebrations of the 70<sup>th</sup> anniversary of the Chicago Convention last month, I was able to have some very constructive discussions with the President and Secretary General of ICAO and the leaders of our industry partners ACI, IATA and ICCAIA. They made it clear that they expect CANSO to take a strong leadership position on the key safety issues at the HLSC. I find this encouraging. It further demonstrates not only that CANSO has a firm seat at the top table, representing the interests of air traffic management, but also that the work that we do on safety and other issues is respected and held in high regard. The key now is to follow up with States and ICAO to ensure that the CANSO initiatives and proposals are fully part of States' safety planning and embedded in the Global Aviation Safety Plan.

## **Conclusion**

In conclusion, CANSO is making excellent progress in improving global safety performance through: the implementation of strong and effective safety management systems; reducing ATM related runway incursions; ensuring that ATM staff can report safety incidents without fear of retribution; and better understanding of safety factors through analysis of safety data and benchmarking.

During the ICAO High Level Safety Conference next week we will be asking ICAO and States for support on a number of key initiatives that will improve safety performance.

First, to ensure the principles of safety management are incorporated fully in Annex 19, so that States implement this fully, and that ICAO acknowledges the CANSO SOE in SMS as an appropriate framework for the implementation and maturity of safety management systems.

Second, we want ICAO and States to keep up the momentum on runway safety and, for our part, we will work hard to ensure more engagement of ANSPs in the Runway Safety Teams.

Third, we will work closely with ICAO to try to ensure that regulators and legislators establish legislation and regulations to protect safety information and their sources.

Fourth, we are urging ICAO to work with us to establish globally harmonised safety performance indicators with effective metrics and consistent definitions.

Fifth, we want to work effectively with ICAO to cooperate and exchange safety information including progressing the development of an aviation safety intelligence model (as detailed in our Memorandum of Cooperation in February 2013).

Overall, we are looking to States and ICAO to discuss and agree how the Global Aviation Safety Plan can be further enhanced to provide international aviation with a clear strategy and roadmap for States and industry to achieve demonstrable safety improvements.

CANSO has made great progress in developing and implementing success-based safety initiatives in air traffic management. However, the nature of safety management is that there will always be scope for further improvements and new challenges. We know what further improvements in safety in air traffic management need to be developed and implemented. And CANSO and its Members will work tirelessly with ICAO, States and our industry partners to ensure that safety is not only our highest priority but also an obvious reality.