Resiliency, Recovery and Learning:

Role of culture, leadership and human element in Maintaining safe and Resilient Operations

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Methodology and Data Collection

Statistical Review of Safety Information

Partners

Surveys Questionnaires Interviews

Workshops

Additional aviation safety issues

Validation

Data Collection, interrogation and validation

- Commercial air transport and business aviation- **risk** and **contributing factors**

- Collection of information from operators through **surveys and questionnaires**

- Workshops to **drill down** further into the survey results and challenges encountered

- Internal review of all data collected for **quality and traceability**

Elements Studied:
Contributing to Resiliency

1 Business continuity / Emergency response plans

2 Safety Management Systems and Risk Assessment Process

3 Ability to Monitor and detect Hazards and perform a Risk analysis

4 Change Management Process

5 Government and Industry Collaboration Processes

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Study Findings – High Level

Business Continuity & Emergency Response Plans

- **88%** of the operators had in place an Emergency response plan.
- 60% established a formal Business Continuity Plan

SMS and Risk assessment Process
Pretty much all operators have established an SMS and established a Hazard identification and Safety risk Assessment process. **90% updated their risk assessment** due to the Pandemic.

Ability to Monitor & Detect Hazards

- **67%** of operators indicated they routinely examine normal safety SPI Monitoring as well as Safety Reporting Integrity

Change Management Process
40% of the Operators indicated that Change management process was applied across their entire organizations.

Gov't and Industry Collaboration
92% of the regulators that received request for exemptions were responsive to determine whether an acceptable level of safety can be maintained.

Business Continuity and Emergency Response Plans

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Business Continuity Plan (BCP)

■ Responses

58,97%

41,03%
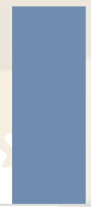
YES   NO

95% of those with a BCP had a mechanism in place to ensure safety hazards are shared at the appropriate level.

87% with no BCP ensured that Change management and reduction in workforce was included as part of risk assessment.

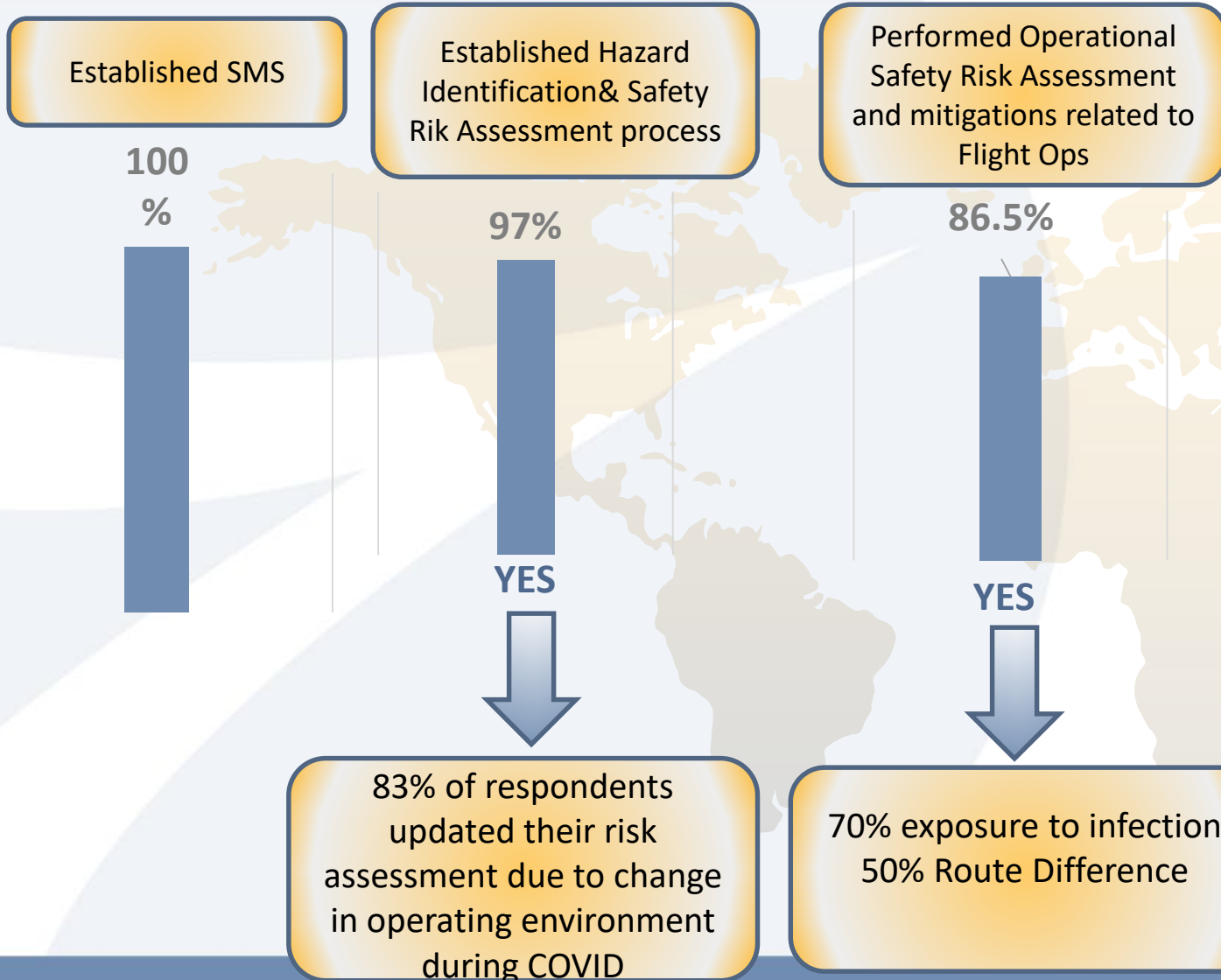## Emergency Response Plan (ERP)

■ Responses

89,19%

10,81%

YES   NO

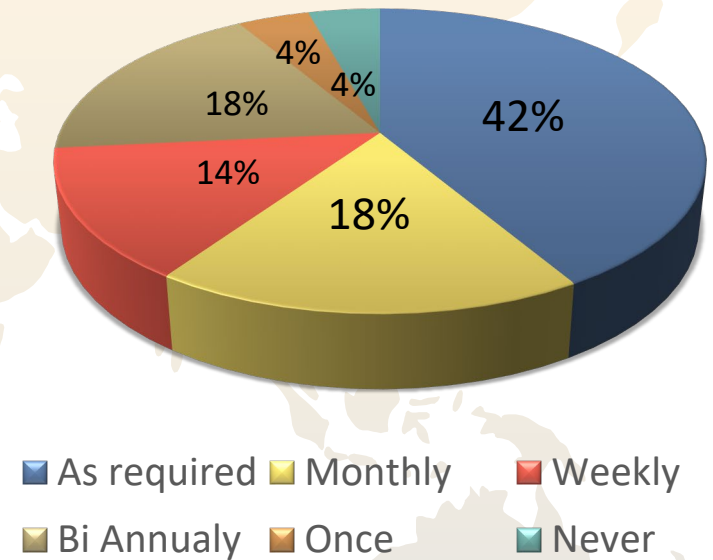84% established a link between their ERP decision making and their BCP.

Safety Management Systems- Risk Assessment Process

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Established SMS

100%

Established Hazard Identification& Safety Rik Assessment process

97%

YES

83% of respondents updated their risk assessment due to change in operating environment during COVID

Performed Operational Safety Risk Assessment and mitigations related to Flight Ops

86.5%

YES

70% exposure to infection 50% Route Difference

Safety Risk Assessment review frequency

4% 4%
18%
14%
18%
42%

- ■ As required
- ■ Monthly
- ■ Weekly
- ■ Bi Annualy
- ■ Once
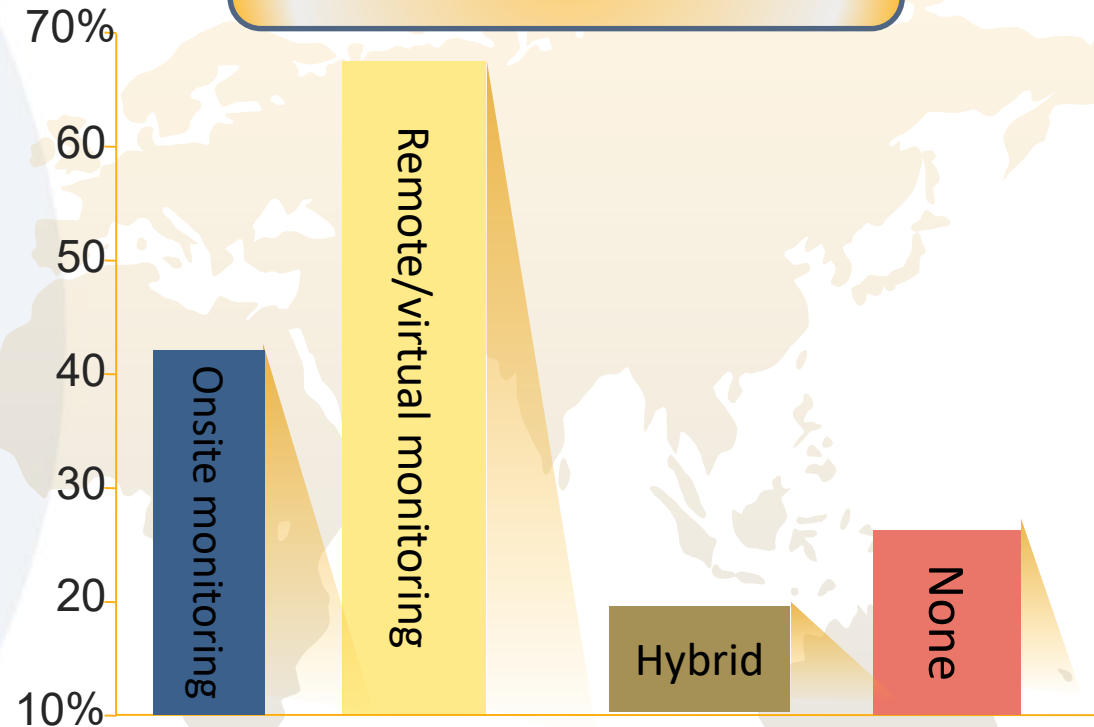- ■ Never

Industry Oversight Programs (1)

Participation in an industry audit program (IOSA,ISSA,BARS,IS-BAO)

80%

83% of the operators who are participating in an Industry audit program have indicated that the program has adapted well during the pandemic.

Monitoring activities provided during the pandemic

Onsite monitoring

Remote/virtual monitoring

Hybrid

None

Industry Oversight Programs (2)

Exemptions to address Cargo in Cabin Solutions

46%

↓

100% of NAAs that received such requests were responsive to determine whether an acceptable level of safety can be maintained.

Adapt regulatory oversight

63%

↓

63% of NAAs have reduced their periodic inspections during the last 12 months due to the Pandemic
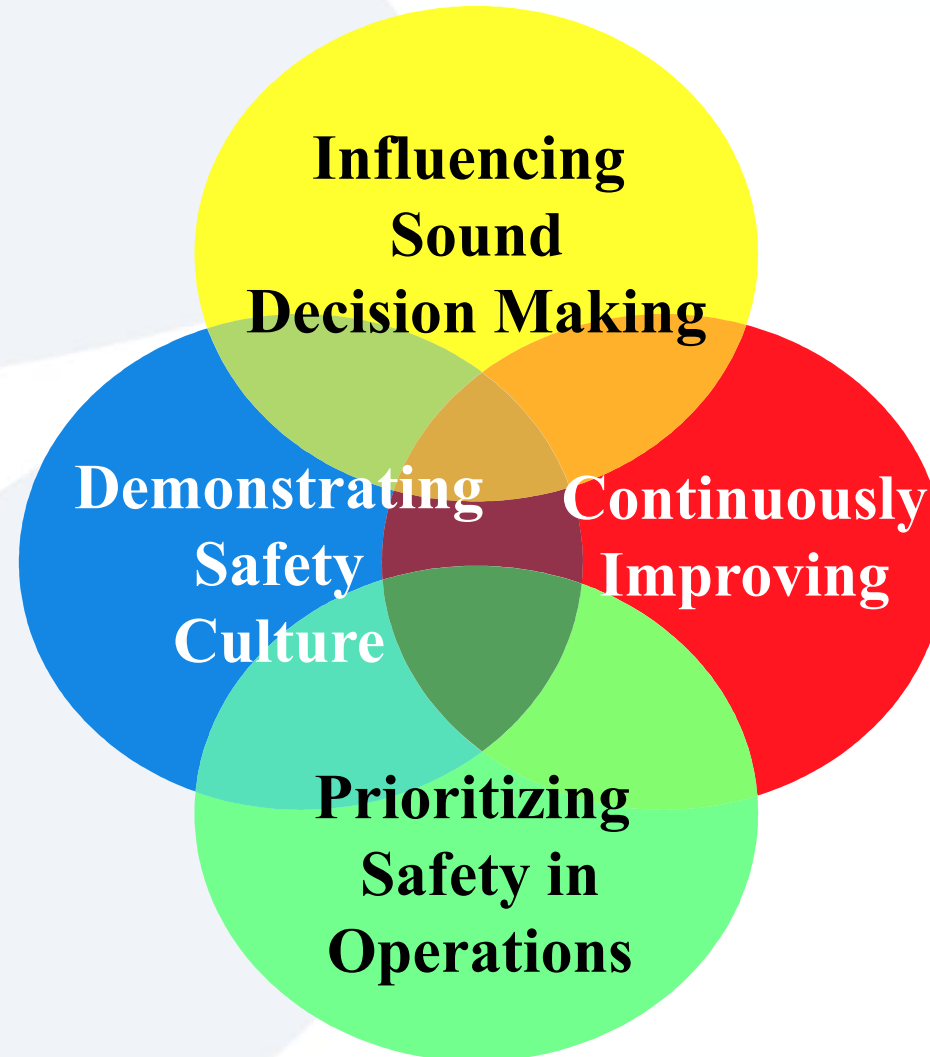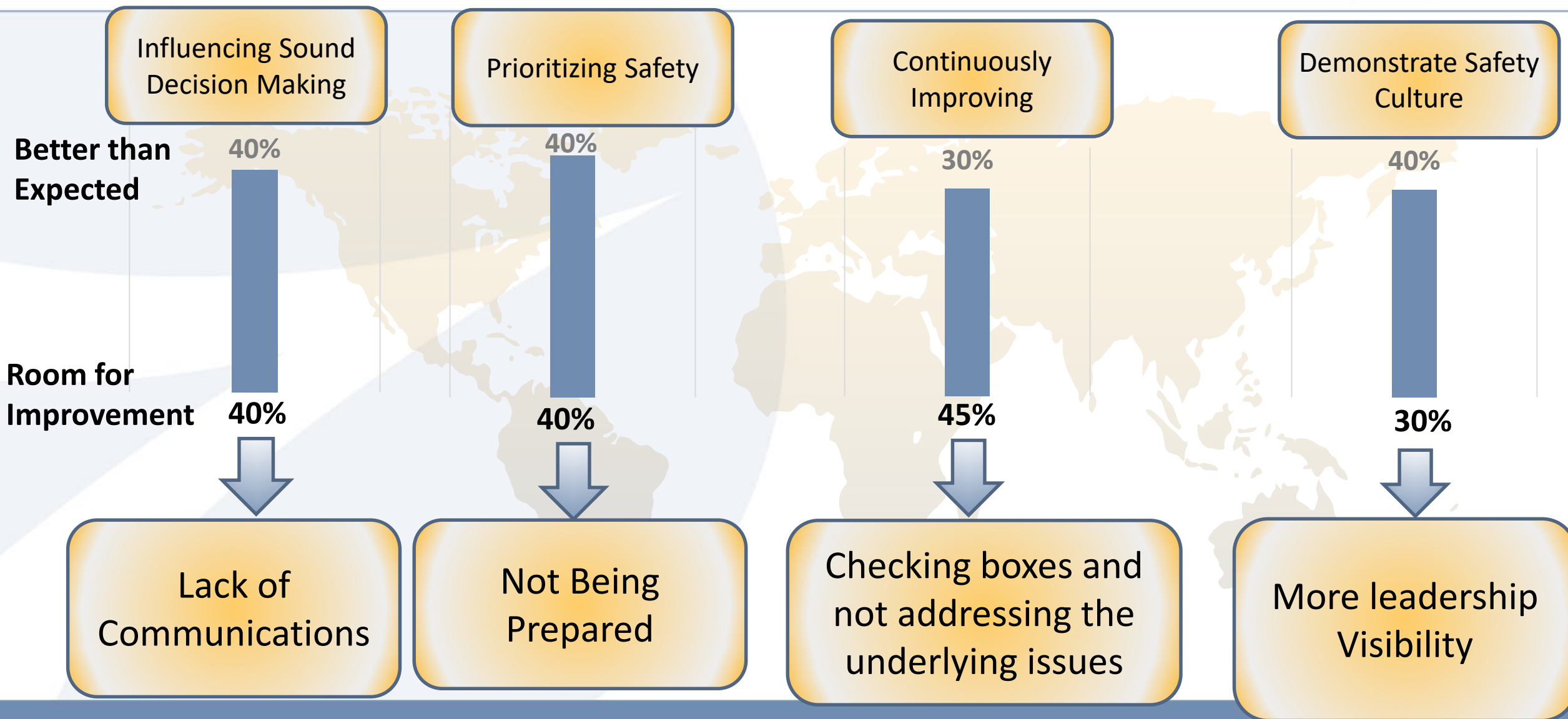
Level of comunication

37%

↓

37% of the respondents indicated that the level of comunication between regulator and operator reduced during the Pandemic.

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Safety Leadership Principles: How well we did?

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	Influencing Sound Decision Making	Prioritizing Safety	Continuously Improving	Demonstrate Safety Culture
Better than Expected	40%	40%	30%	40%
Room for Improvement	40%	40%	45%	30%
	Lack of Communications	Not Being Prepared	Checking boxes and not addressing the underlying issues	More leadership Visibility

Some Conclusions

- **Communications** and information sharing at all levels greatly enhance resiliency during a crisis

- Bringing the **right experts together** can improve collaborative efforts and decision making

- Having **business continuity plans** can better mobilize, execute, and transform with agility

- Resilient organizations better leverage and apply **established processes**

- **Leadership** is critical at all levels is critical; **Positive** cultures are led from the top

- **Continuously learning** during a crisis enhances organizational resiliency

- Resilient organizations better recognize and address **health and well being** their workforce

Thank You