



CANSO / EUROCONTROL GLOBAL RESILIENCE SUMMIT



Organisational resilience
Ben Stanley, Egis

December 2021



THREE QUESTIONS

1

WHY do we need to be resilient at an organisational level?

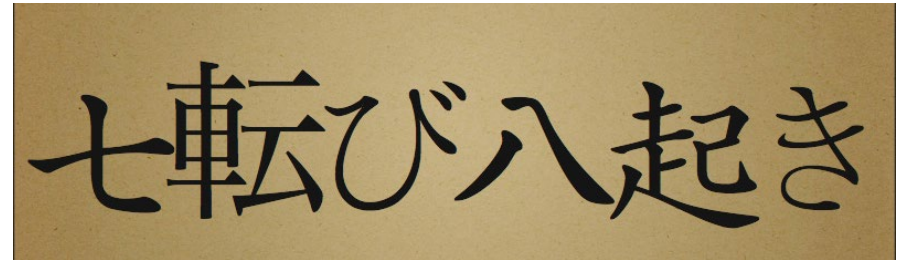
2

WHAT role could organisational resilience play in safe and efficient ATM services, and therefore, HOW do we measure resilience?

3

WHAT does the data tell us so far, and how could we improve it?

FALL DOWN SEVEN TIMES, GET UP EIGHT



➡ Challenge (pain, change)
...and response

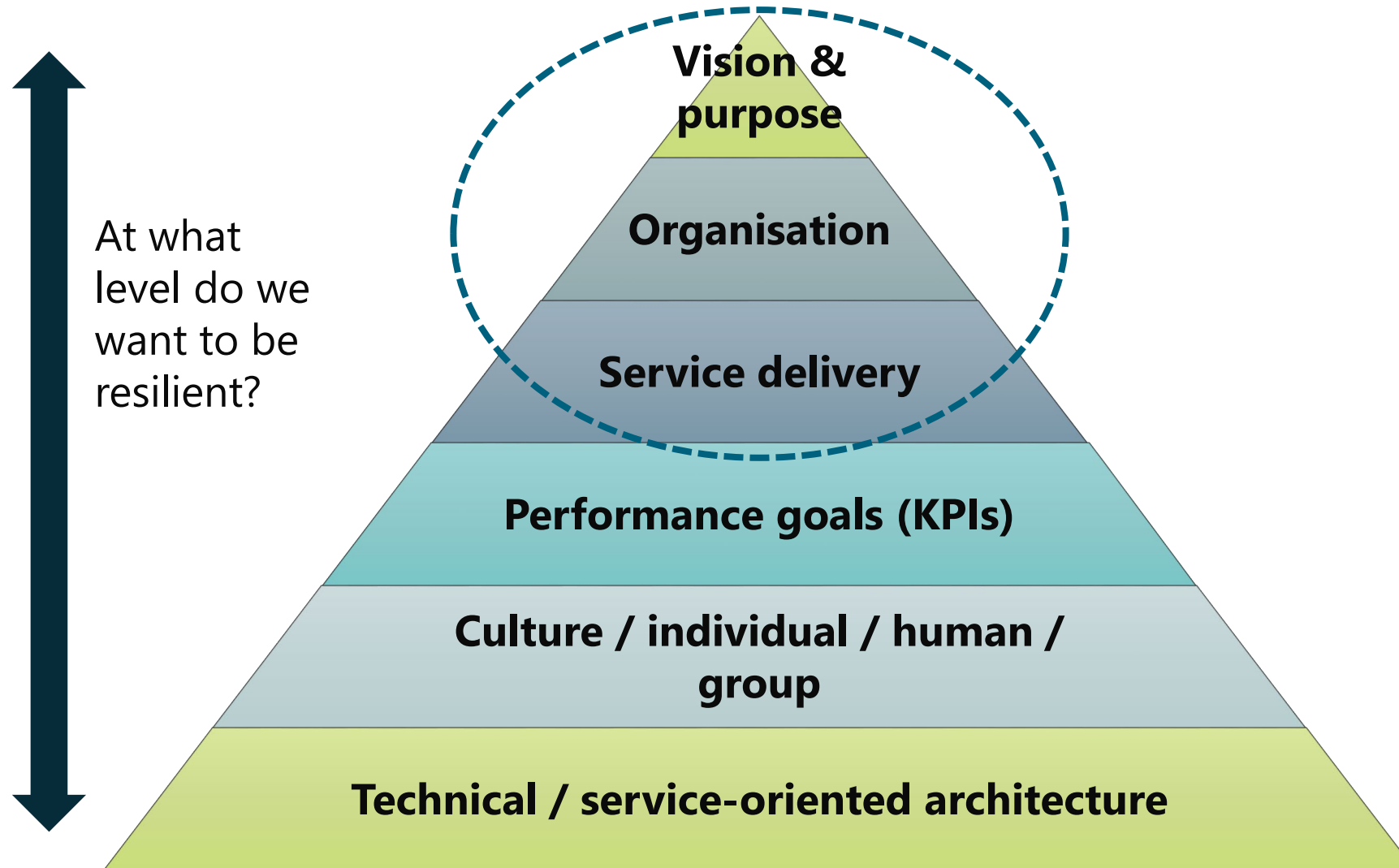


*The oak fought the
wind and was broken...
the willow bent when it
must and survived.*



➡ Flexibility and adaptability

ORGANISATIONAL RESILIENCE



TOWARDS A WORKING DEFINITION OF RESILIENCE

*The ability to adjust
to meet evolving performance or service delivery goals or
needs,
in a sustainable and healthy manner,
responding to changing external context, disruption or stresses.*

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WHAT ROLE COULD RESILIENCE PLAY IN SAFE AND EFFICIENT ATM?

The ability to adjust to meet evolving performance or service delivery goals or needs, in a sustainable and healthy manner, responding to changing external context, disruption or stresses.

- ✓ Maintaining continuity of service
- ✓ Alignment of the organisation towards changing service goals
- ✓ Ability to adapt to take account of potential opportunities

HOW MIGHT WE MEASURE THIS?

- ✓ **Maintaining continuity of service**

Reactive measure – where did we succeed and fail? → lessons learnt

- ✓ **Alignment of the organisation towards changing service goals**

Proactive measure. Are we appropriately scalable? Does this hold in the next year, 3 years, 10 years? Look at capacity (throughput), environment, cost-efficiency etc.

- ✓ **Ability to adapt to take account of potential opportunities**

What helps us change? What stops us changing? Can we respond well?

THREE QUESTIONS

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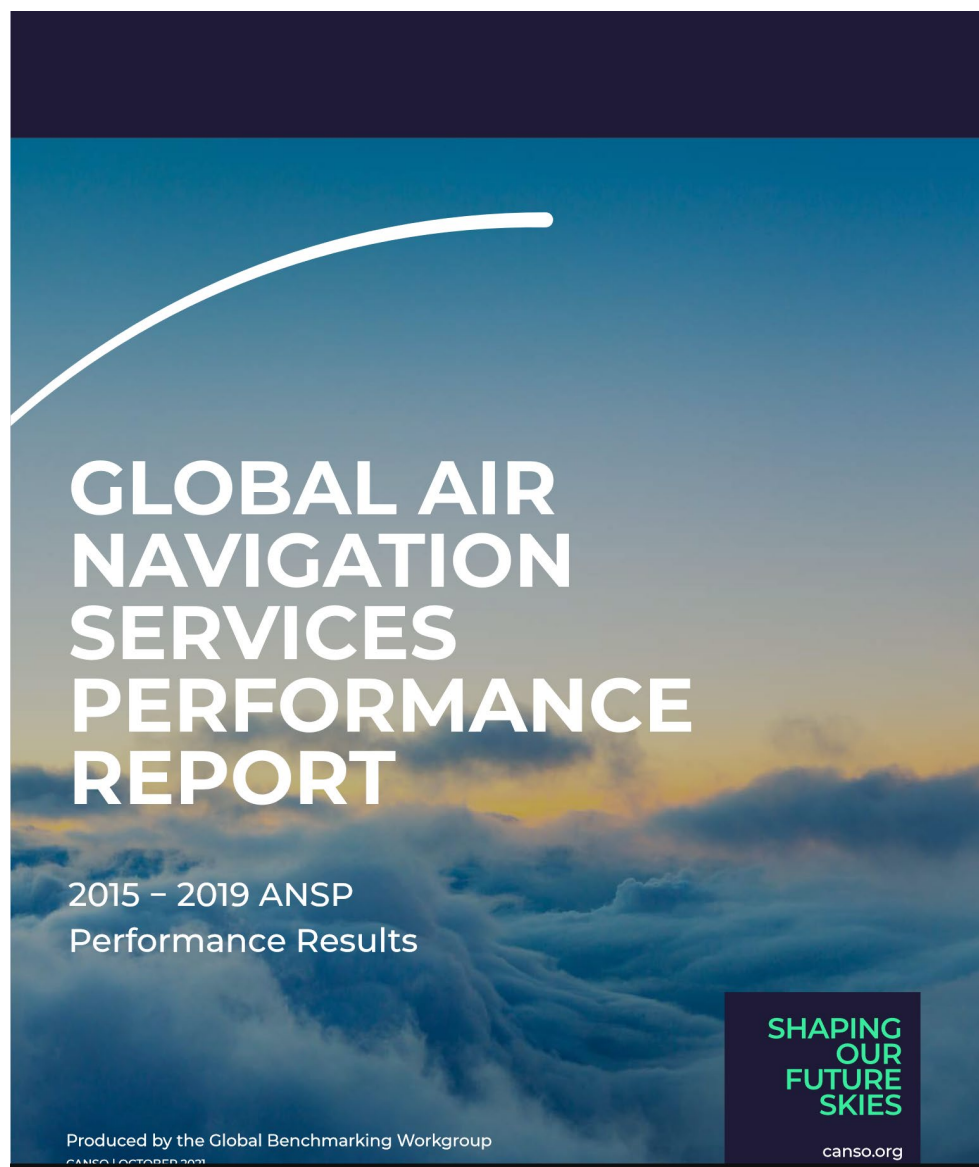
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WHAT role could organisational resilience play in safe and efficient ATM services, and therefore, HOW do we measure resilience?

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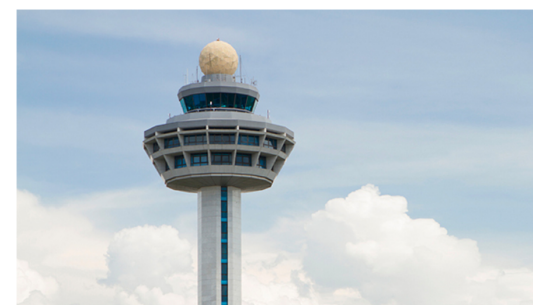
WHAT does the data tell us so far, and how could we improve it?

CANSO GLOBAL BENCHMARKING WORKING GROUP... TRACING IMPACT OF COVID-19



The growing importance of benchmarking

15/09/2020



Diana Rohácsné Galgóczi, Head of International Controlling Unit, HungaroControl and Chair of the CANSO Global Benchmarking Workgroup, on the growing importance of benchmarking.

During these unprecedented times, data is vital in helping us understand the performance of our industry, our strengths and weaknesses. It can tell a story of where we've come from and the direction this could take in the future. As we celebrate the tenth-anniversary edition of CANSO's Global Air Navigation Services Performance Report and the excellent collaboration behind it, we must find ways to leverage this powerful insight and build the best possible future for our industry.

About the Author



Diana Rohácsné Galgóczi

Head of International Controlling Unit, HungaroControl and Chair of the CANSO Global Benchmarking Workgroup (GBWG)

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It's time to throw a life raft to SWIM



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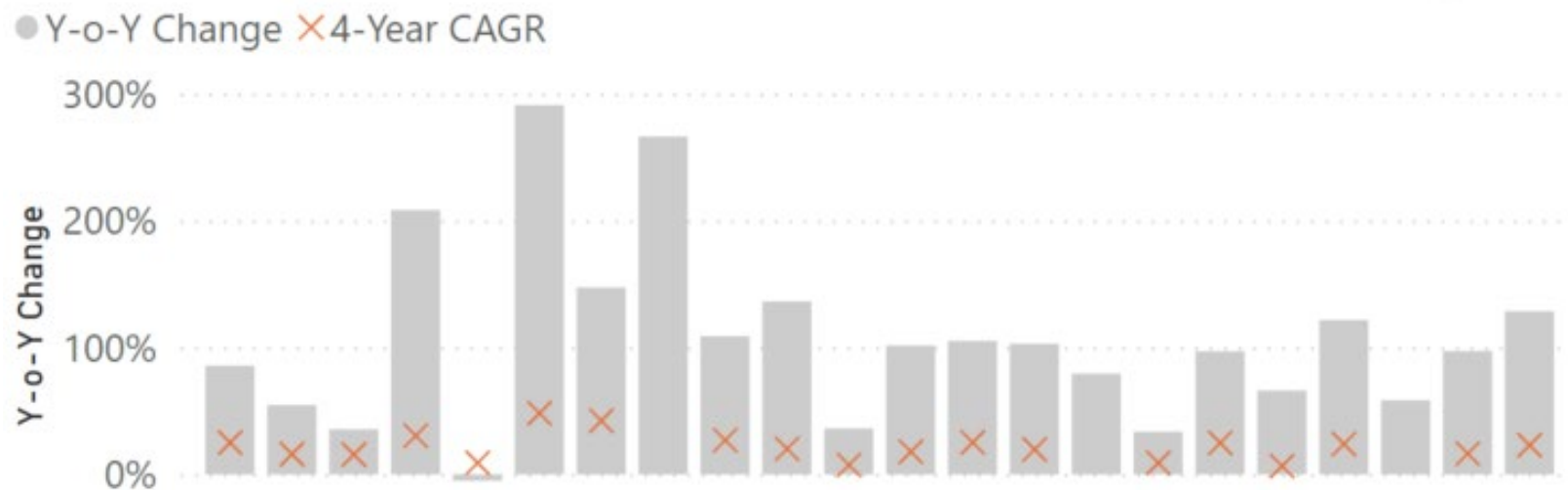


Making connections for ATM progress



WHAT DOES THE DATA TELL US?

Demand fell by 65.9% (IATA) in 2020. **Average total costs fell by -1.3% between 2019 and 2020.** The **change in cost-efficiency (total costs per IFR flight hour) between 2019 and 2020 was therefore significant.** Some ANSPs saw 200-300% growth, primarily due to high proportions of international IFR traffic or rapid complete travel bans locally. Note though that others were much less affected.



% Year on Year change, and 4-year CAGR of cost-efficiency by ANSP (2020)

WHAT DOES THE DATA TELL US?

The **% of total costs attributed to operational ATCOs (employment)** varied more significantly between ANSPs.

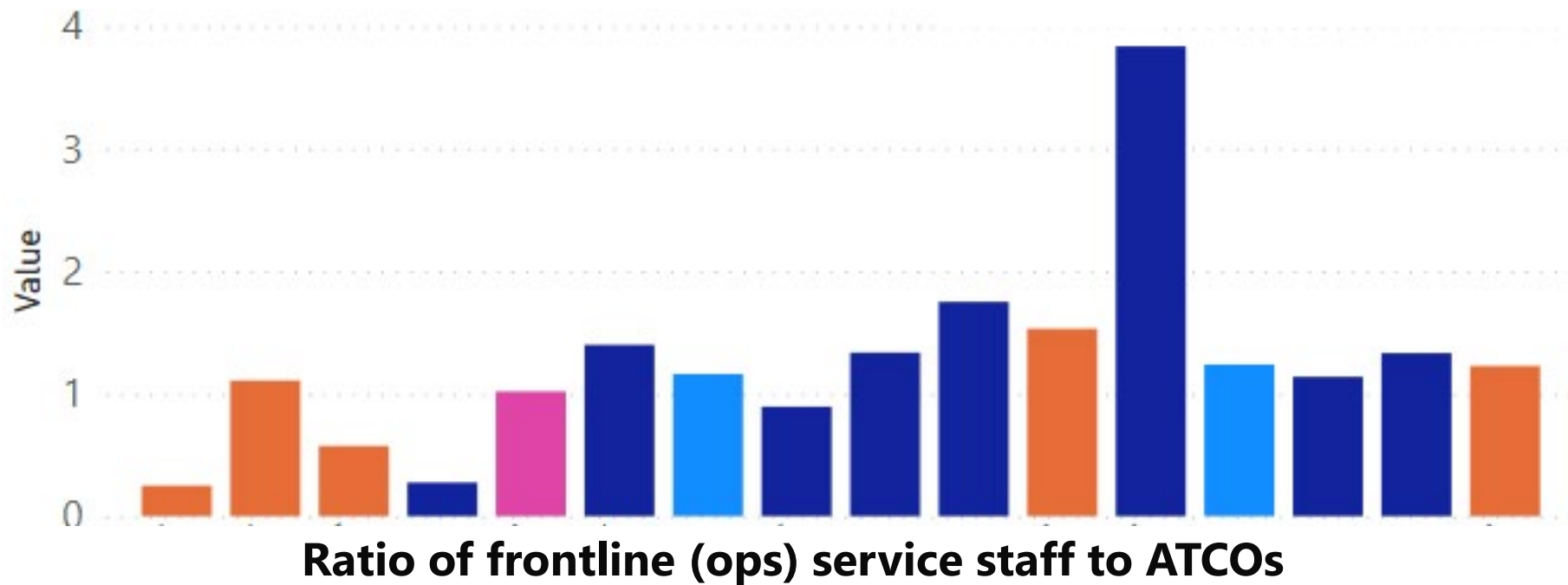
Further data will be necessary to understand these differences in full.



% Year on Year change, and 4-year CAGR of [% ATCO employment cost as a proportion of total cost] by ANSP (2020)

WHAT DOES THE DATA TELL US?

The **ratio of frontline service staff to ATCOs** increased by 7% in continental ANSPs between 2019 and 2020. The average increased from 1.17 to 1.24.



Note: frontline service staff in Ops includes ATSAs, Ops Support, ATCOs on other duties, technical support staff for maintenance monitoring, planning and development, and outsourced frontline service support.

WHAT DOES THE DATA TELL US?

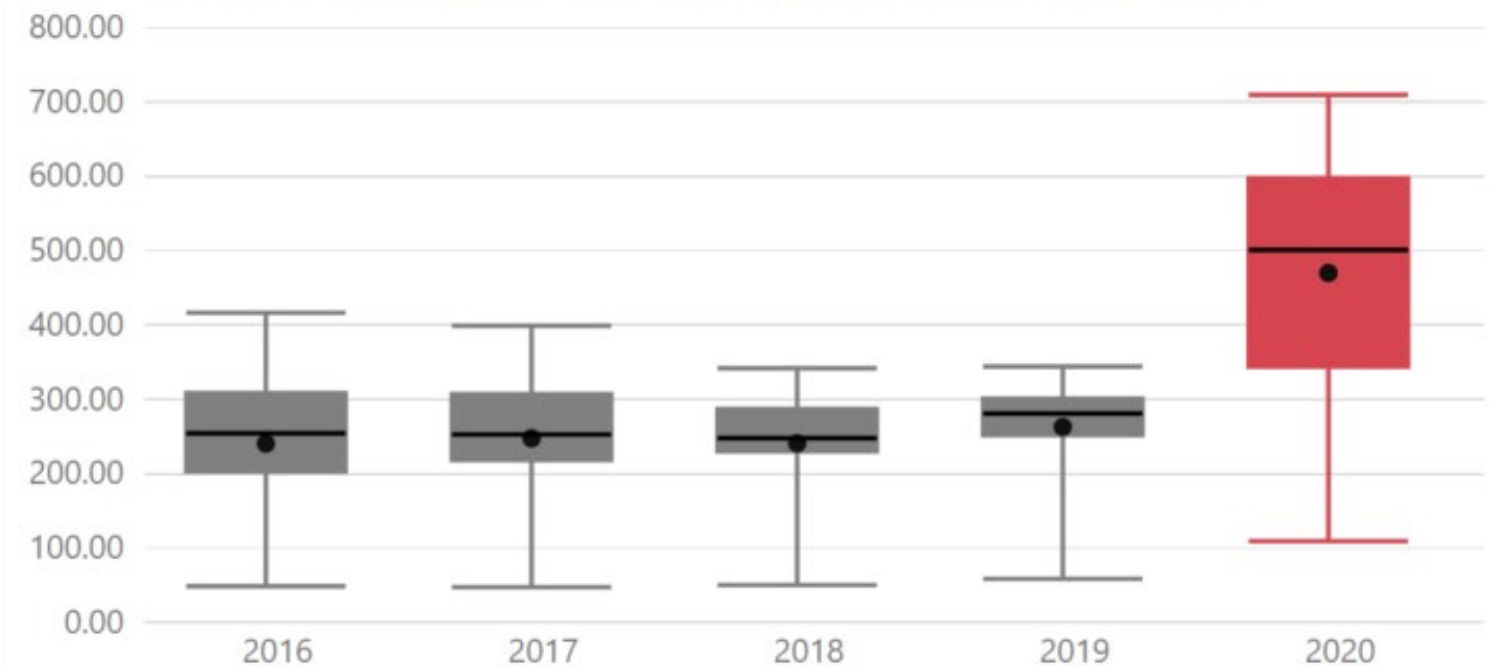
We see that the median normalised costs were slightly increasing 2016-2019, and that variability was also decreasing.

In 2020, the median more than doubled. Interestingly, the variability also increased significantly.

Further data will be needed to understand the reasons behind this variability.

Costs excluding ATCO employment costs, per IFR flight hour (2016-2020)

5-Year Trend of Selected KPI (Covering Fully Reporting Member States)



Shaded areas represent 1st and 3rd quartile data.

IN CONCLUSION: NEXT STEPS

1. We work towards a definition of organisational resilience, able to drive appropriate metrics, structures and behaviours.

*The ability to adjust
to meet evolving performance or service delivery goals or needs,
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2. There's some interesting emerging findings from the comparative data, both in absolute terms and the variation between ANSPs. Further data is needed to help generate insight.

But this should be evaluated in a wider framework of resilience, otherwise we'll prepare ourselves for the problems that just happened, and not for the uncertainties to come.



Courtesy: Unsplash





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