



Safely Navigating the Industry Recovery

Webinar Series



#StayStrong #WeAreAviation #StrongerTogether

29 July 2021
10:30 UTC



change

Change & Organization Management

Moderator



Michelle Bishop

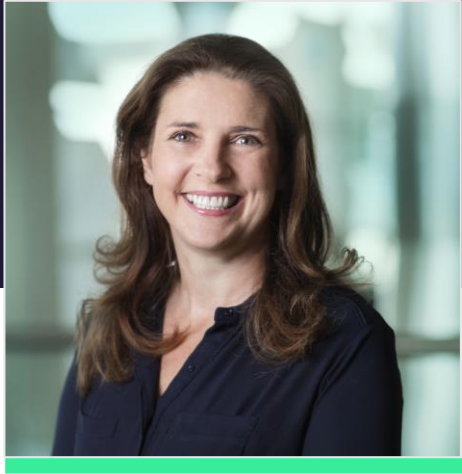
Director Programmes

CANSO

Change & Organization Management

Webinar Synopsis

The uncertainty brought on by COVID-19 is requiring aviation stakeholders to explore new ways of working together. In addition to the need to minimize the negative impacts of the pandemic on workforce and operations, there are opportunities to look at how the changing environment can ensure future resilience. This webinar will explore areas for change and organisation management during and after COVID.



Maggie Gault

**Director, Safety
Management &
Oversight
NATS**



Carlos Cirilo

**Director ATM Infrastructure
IATA**



Julian Ogilvie

**Air Traffic Controller
IFATCA**



Capt. Uwe Harter

**Executive Vice-President
Technical & Safety
Standards
IFALPA**

Speaker



Maggie Gault

**Director, Safety Management & Oversight,
NATS**

Organisation and Change Management throughout the Pandemic

29th July 2021

Maggie Gault

Director, Safety Management & Oversight

NATS

The NATS logo is located in the bottom right corner of the slide. It consists of the word "NATS" in a bold, white, italicized sans-serif font. The background of the slide is a dark teal color with a large, light blue abstract swoosh graphic that curves from the top right towards the bottom left.

- NATS Operate 2 En Route Centres and 21 Airports within the UK
 - 2019 – organisational change was initiated across our airports and centres to facilitate a consistency in the way we work as “One Operation” – we used different tools, had different structures, processes and individually led unit changes
 - The change seeks to align the way of work across our airports and centres, so that we can deliver a safe and efficient service now and into the future.
 - The continuation of a safe, efficient and scalable service that will meet customer expectations and needs

- 16 March 20 – UK PM states “now is the time for everyone to stop non-essential contact and travel”
- 17 March – Where possible all NATS employees working from home to “test” of capability to work remotely as a Company.....
- 20 March – Aviation industry already heavily disrupted by COVID 19
- 20 March – Furlough scheme announced to assist employers though grant from HMRC to cover 80% of wages
- 23 March – UK PM orders people to “stay at home” – Lockdown 1. Non-essential NATS staff (operational and non-operational) placed onto furlough until industry recovery commences.

CHANGE PROGRAMME FREEZES

- UK Airport passenger numbers fell by 98% in April and May 20 in comparison to the previous year
- Need to balance a dramatic drop in movement levels with a reduced number of employees whilst continuing to deliver a safe Air Traffic Service
- Our first priority was to identify the potential threats to safety on our operation due to the effects of COVID and to mitigate appropriately.
- In total we identified 29 potential disruptors to our operation, which included reduced workload, different traffic patterns, fatigue, social pressures from the virus, inability to access remote sites, skill fade of ATCO/pilot/engineers, increase in airspace infringements
- Monitoring of staffing levels required until the operation stabilised in reduced traffic levels
- All planned and change programme activities suspended

- Regeneration planning based on 3 different recovery profiles
- Each recovery profile brings its own challenges; recovery points such as movement levels, single/dual runway ops to trigger changes in operational resource levels and/or operational procedures
- As an ANSP we had to be prepared for a rapid regeneration should traffic levels return quickly
- It became evident that regeneration as a single entity had restrictions
- Collaboration through the Industry Regeneration Group facilitated discussions regarding forecasting and challenges with excellent dialogue regarding “knock-on” effect for differing service providers
- A cross industry Operation Director’s meeting had become the regular forum to discuss strategic and tactical approaches regarding regeneration; as well as sharing regeneration data and forecasts

- Company voluntary redundancy programme Nov 20 for non-operational staff. It was imperative that safety accountabilities and appropriate safety governance were maintained
- Activities and organisational changes continued to be made to facilitate “One Operation” and is critical in the current climate to operate as efficiently and effectively as possible
- Resource levels had to be protected to facilitate regeneration and the recommencement of technical investment programmes, which had not been cancelled but delayed

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Director ATM Infrastructure

IATA

Impacts of the highly improbable



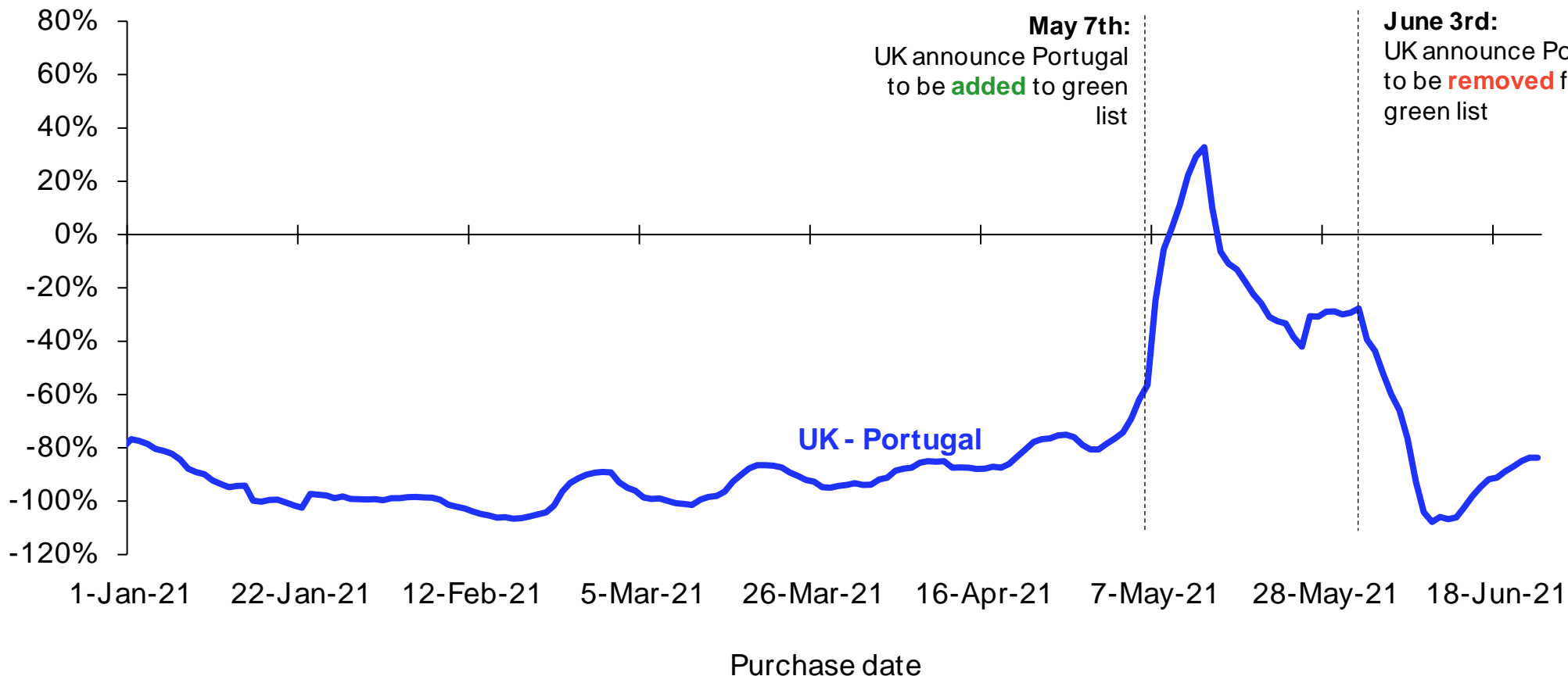


Demand is fragile amidst COVID-19 variant concerns

Surge of bookings from the UK to Portugal reversed in a month

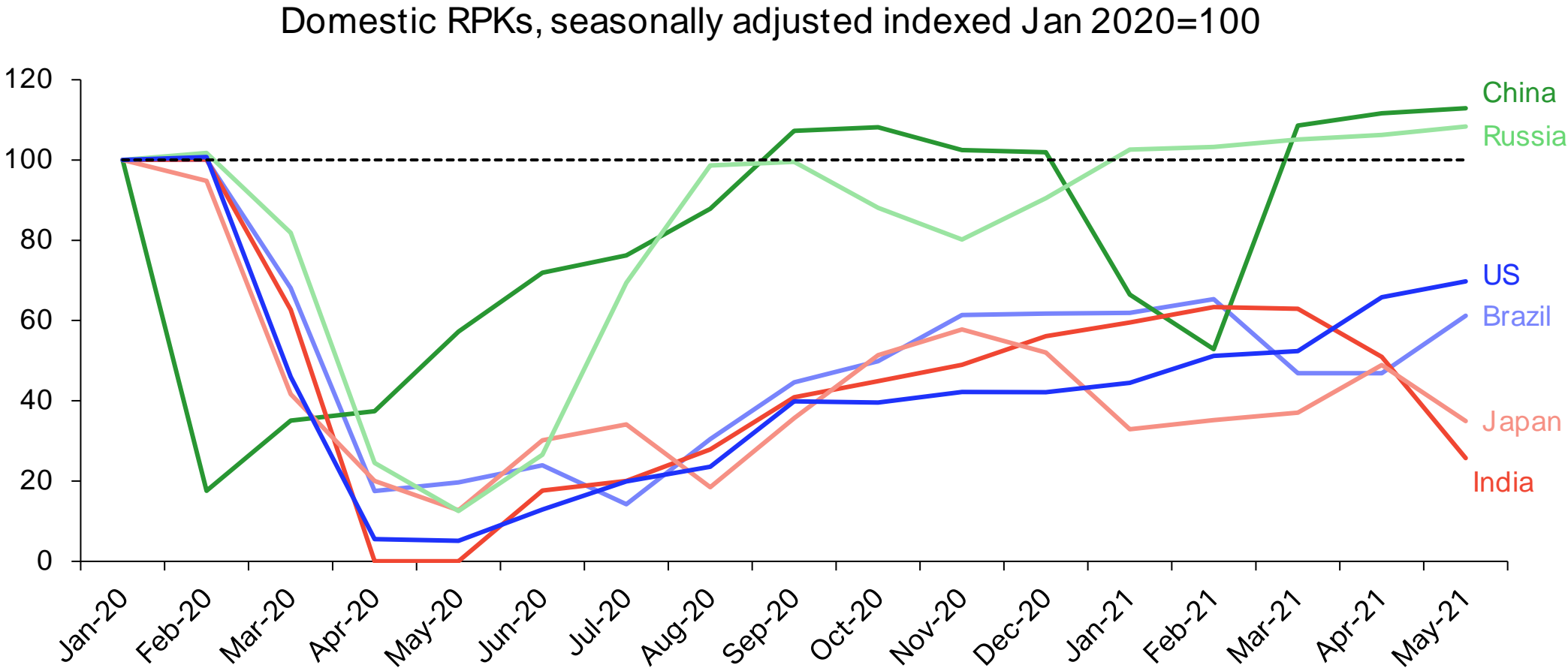
Forward bookings, UK - Portugal travel

% change vs the same period in 2019, 7-day MA



Domestic recovery varies dependent on virus control

China and Russia domestic rose above pre-crisis levels, US on track



Source: IATA Economics using data from IATA Monthly Statistics



The new normal

- Changing consumer behavior & needs
- New services/Apps
- Virtual teams and virtual/remote training
- New dynamics across the supply chain



It may not be that the last one!

- Potential future disasters and pandemics
- How can we be more resilient?



Thank you!



<https://www.iata.org/en/programs/covid-19-resources-guidelines/>

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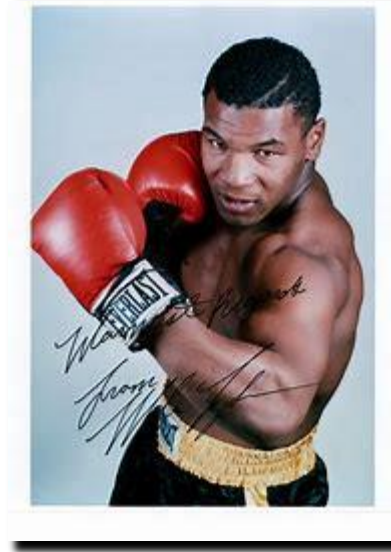


Julian Ogilvie

Air Traffic Controller

IFATCA

Organisation and Change Management Throughout a Pandemic



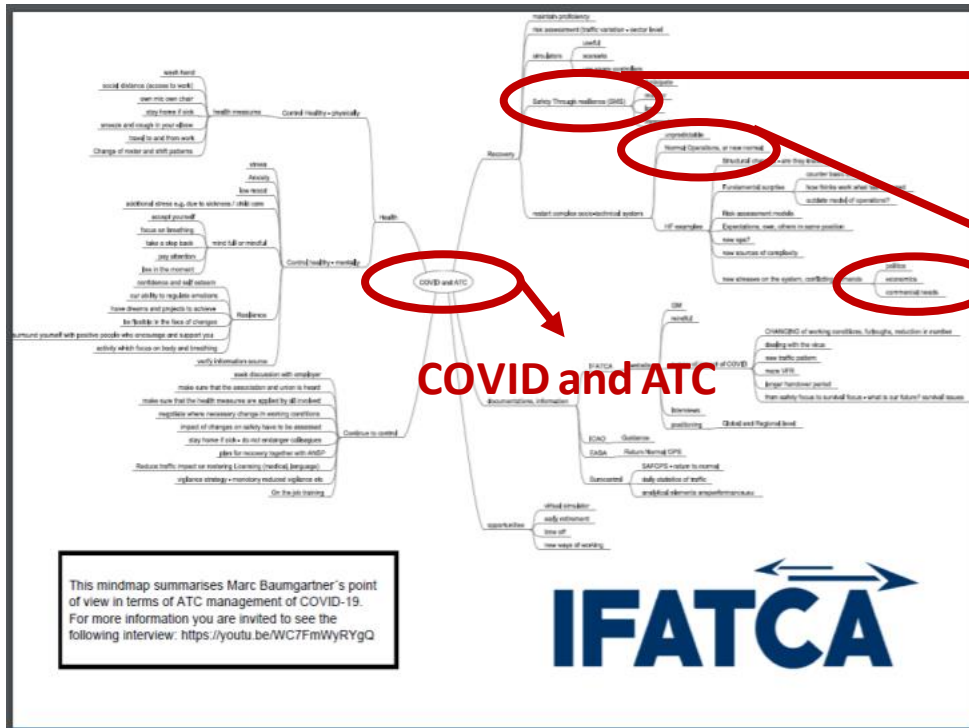
“Everyone has a plan until they are punched in the face.”

Mike Tyson

(no plan survives first contact with the enemy)

Julian Ogilvie

IFATCA



Safety through Resilience.

Unpredictable
Normal ops or new normal?

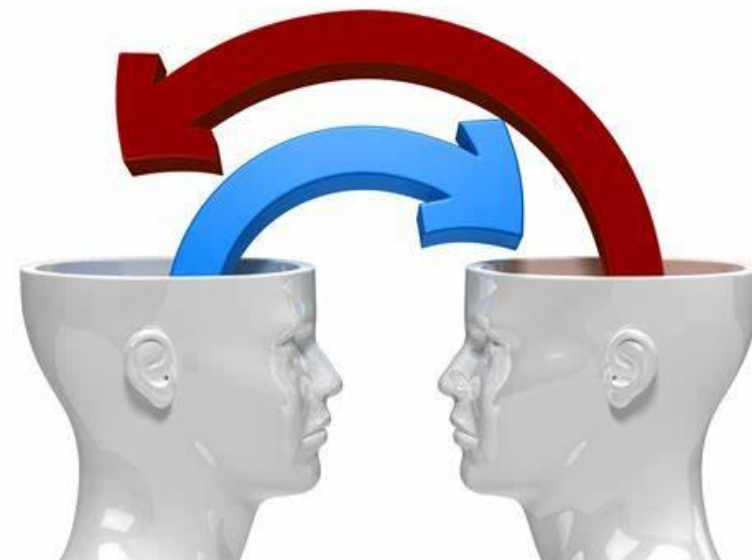
New Stresses on the System, conflicting Demands:
Politics, Economics and Commercial Pressure.

→ Unpredictable
Normal ops or new normal?

"To cope with the more complex system behaviours...the systemic model has emerged as an alternative..."

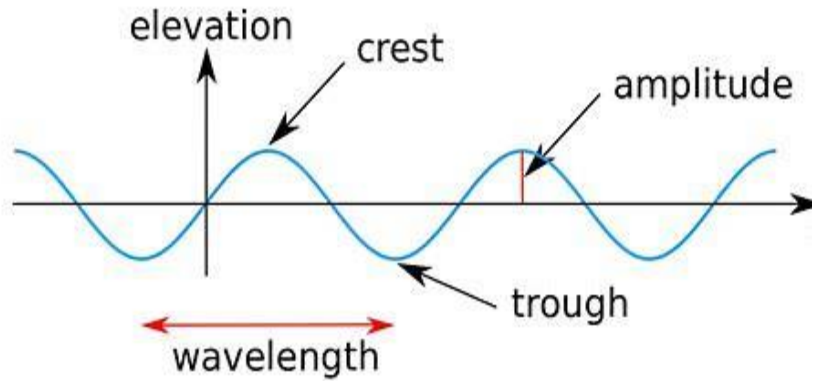
...There is no or little separation of humans, technology, organisations and society."

Resilience and a new safety approach – do we have the right model to learn from past and future events? IFATCA 2013.



"Surprises are the new normal and resilience is in big demand"
Tony Licu, Head of Safety Unit, NM Directorate Eurocontrol

"...the contexts of work – the political and the societal, the social and personal, the legal and regulatory, they are characterised by more volatility, uncertainty, and ambiguity..."
Steven Shorrock, Editor in Chief of HindSight, Eurocontrol.



Testing changes in a testing environment

Constantly fluctuating variables (traffic)

Underlying financial instability (ANSP income)

Rushed implementation timeframe (get it done whilst quiet)

Fix 'as and when'

Project coordination (WFH phenomenon)



Cognitive load theory

The less familiar you are with a task, the more you depend on your working memory to help manage the relevant information; in contrast, when you are an expert, most of what you need to know is stored in long term memory and the task can be completed on autopilot.



↓ New Stresses on the System, conflicting Demands:
Politics, Economics and Commercial Pressure.



Pre-pandemic

European Commission
SESAR JU
EASA
SES

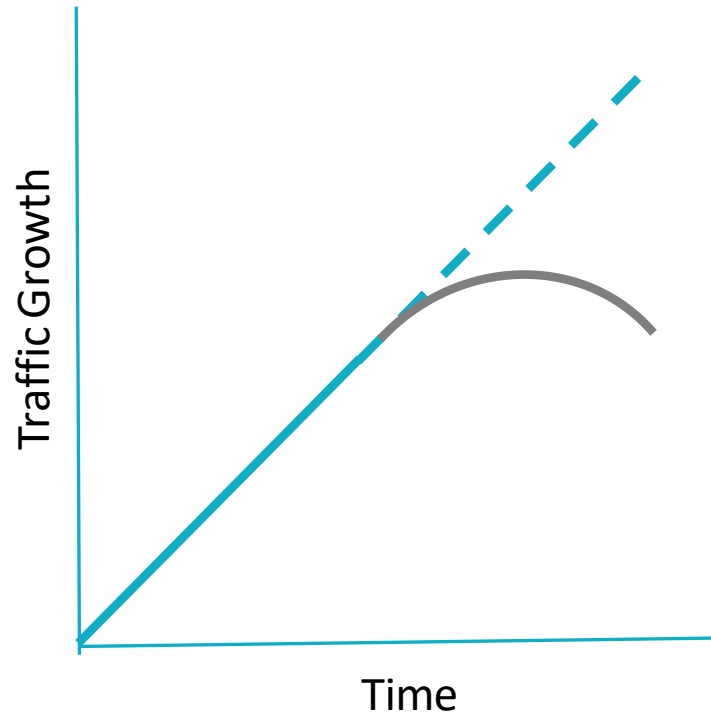


The matrix – the fundamental beliefs
Financial performance
Continuous traffic growth
Focus on reducing delays
Focus on reducing costs and increasing competition

ANSPs
Professional Staff Organisations

↙ New Stresses on the System, conflicting Demands:
Politics, Economics and Commercial Pressure.

What **we** should have learned so far in this pandemic.

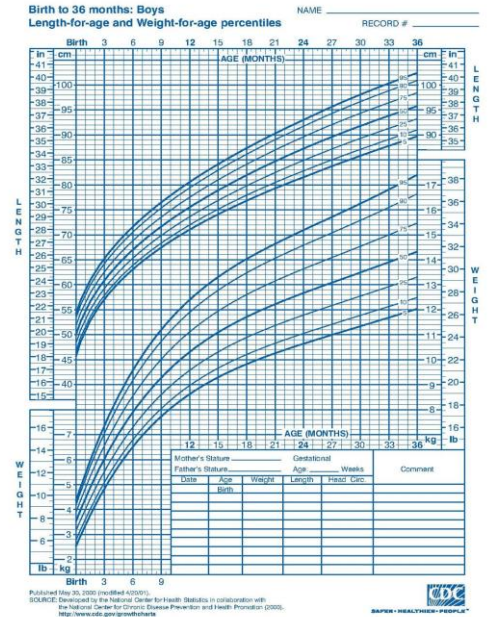


We ‘forgot’ to realise that:

“factfulness is ... recognising the assumption that a line will just continue straight, and remembering that such lines are rare in reality.”

In order to implement change in the future we should:

*“not assume straight lines. Many trends are S-bends, humps or doubling lines. No child ever kept up the rate of growth it achieved in its first six months, and no parents would expect it to.”**



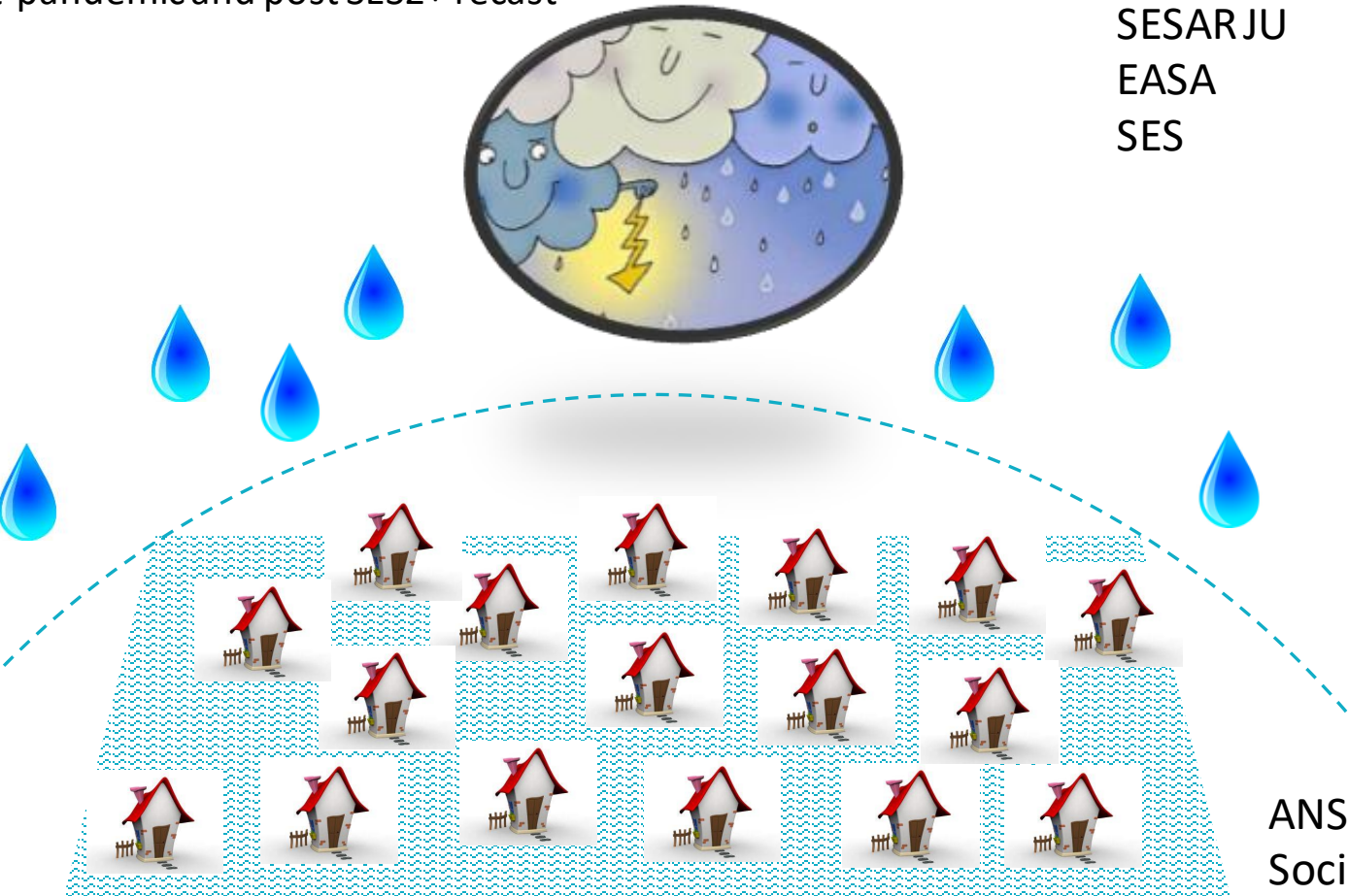
**Factfulness by Hans Rosling*

↓ New Stresses on the System, conflicting Demands:
Politics, Economics and Commercial Pressure.



Post-pandemic and post SES2+ recast

European Commission
SESAR JU
EASA
SES

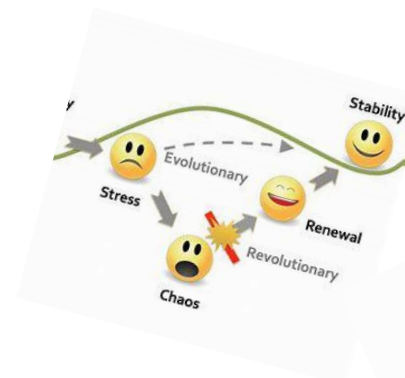


Fragmentation, fragmentation, fragmentation...*

Focus on SURVIVAL

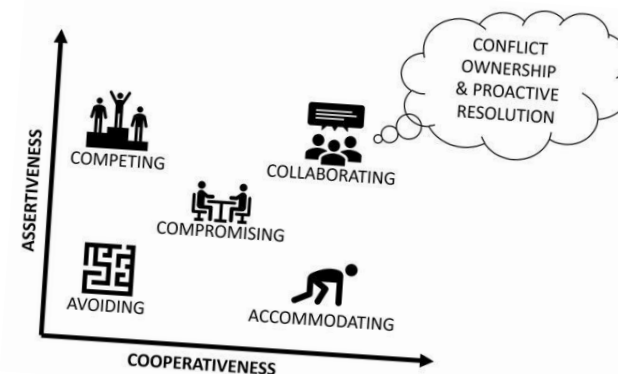
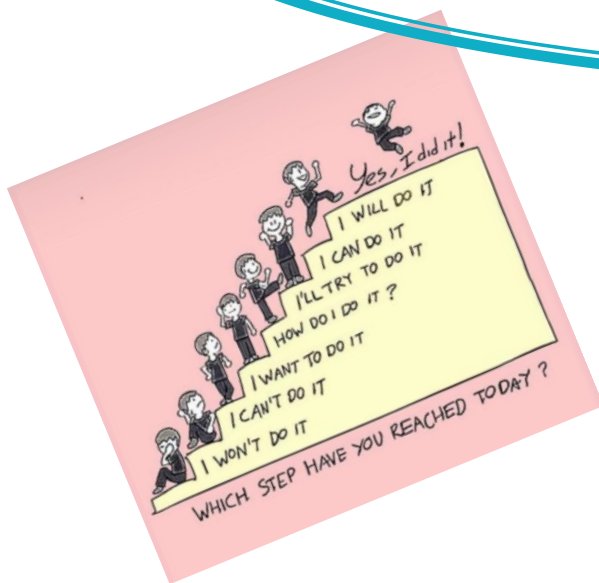
The matrix – the fundamental beliefs
Financial performance
Continuous traffic growth
Focus on reducing delays
Focus on reducing costs and increasing competition

ANSP = ATSPs, ADSPs, CNSPs, AISP + CISP...
Social tension; pay cuts up to 68% (Albania), job losses, furlough, firing trainees, forced early retirement and changes to retirement...



Change as a cycle of Cause and Effect, can we give it direction?

We can choose!



What **we** should be doing to prepare for the ride of change – Our Choice.



Air Traffic Control is always Critical Infrastructure, not only in a pandemic!

- Ensure stability; locally, internationally and institutionally (legislation and regulation)
- Enable communication (all of us here can start!)
- Continue funding
- Continue development
- Continue training
- Ensure adequate staffing
- Manage change for the future, do not manage an Excel spreadsheet of immediate change
- Identify the areas which will affect us for years to come (e.g. green movement)
- Change to increase systemic performance
- Avoid more fragmentation

The Truth must dazzle gradually
Or every man be blind —

Tell all the truth but tell it slant. Poem by Emily Dickinson

We're only haunted
by the things
we refuse
to accept.

We're only haunted. Poem by Bridgett Devoue

Thank you for your attention.

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Capt. Uwe Harter

Executive Vice-President Technical & Safety Standards

IFALPA

The Global Voice of Pilots



IFALPA

Organization and Change Management

CAPT. UWE HARTER | EXECUTIVE VICE-PRESIDENT TECHNICAL AND SAFETY STANDARDS

Pandemic Situation is not Equal

Different countries are facing very different situations for airlines and pilots



BANKRUPTCIES AND JOB
LOSSES



PILOT FURLOUGHS



PILOT SHORTAGES

Availability of Qualified Personnel

- Personnel may have found work outside of aviation
- Shared experience level of remaining personnel reduced
- Affects all areas of operations and oversight
- Lack of access to simulators, instructors and check pilots



Changes to Operational Environment

- Aircraft returning to service
- Airport configuration
- New requirements or procedures
- Constant changes to public health requirements
- Flight and duty time limitations
- Extreme weather conditions



Diverse and Changing Regulatory Environment

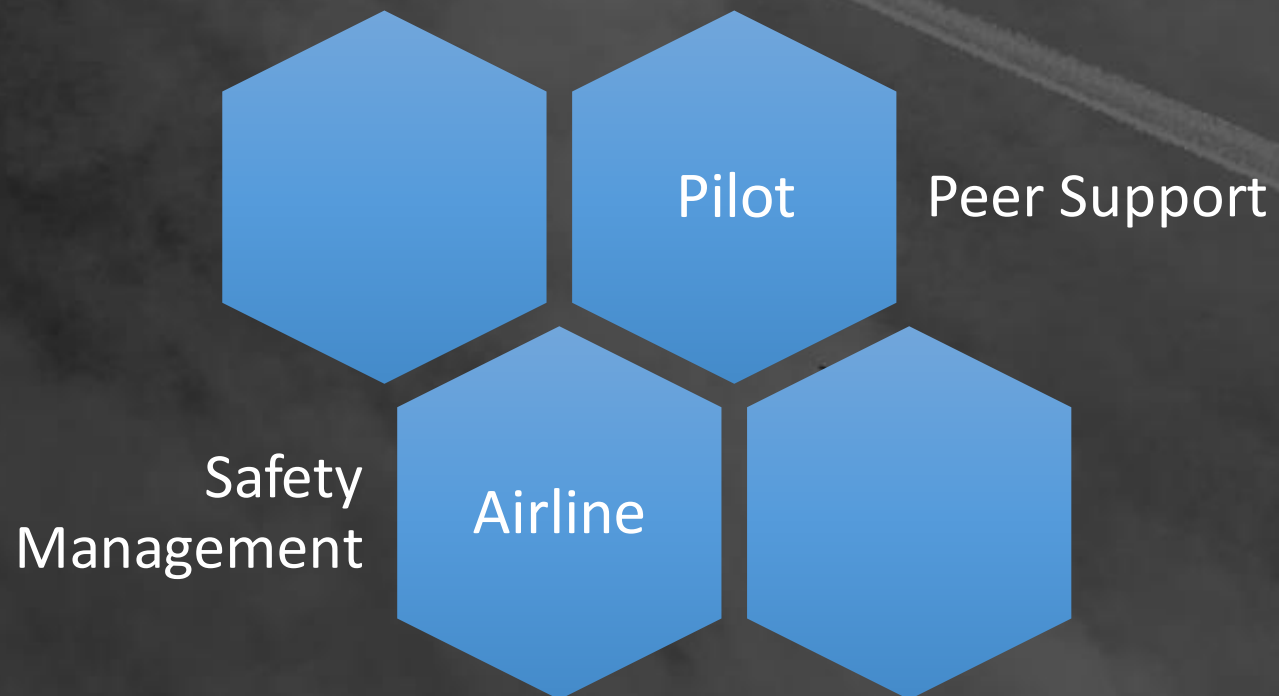
- Pandemic adaptations become sticky
- Continued use of exemptions to regulations due to COVID
- New regulations, e.g. GRF





Continuing Pilot Confidence

- Train to confidence
- Support for the return to the flight deck



Ongoing
Resilience

Importance of Working Together



PILOTS



OPERATORS



REGULATORS

Safety Action
Group

Fatigue Safety
Action Group

Runway
Safety Teams

Peer Support

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QUESTIONS AND ANSWERS

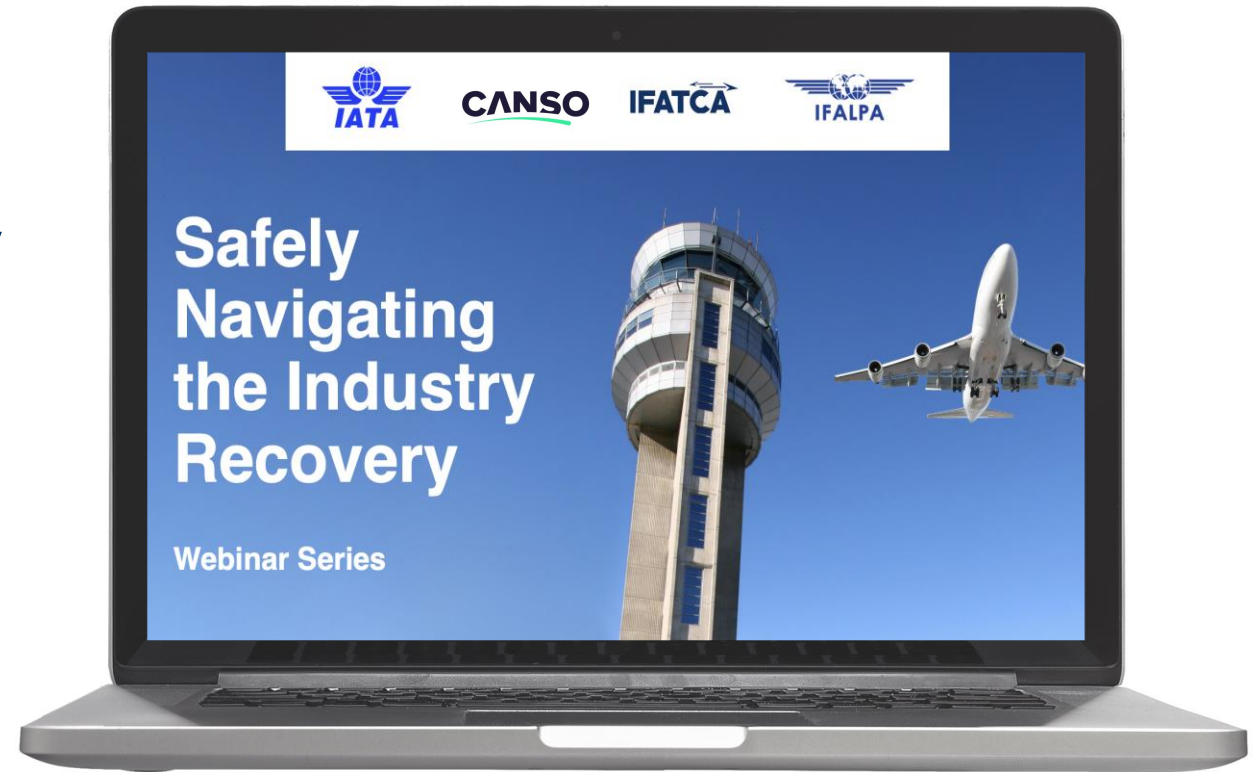
Future Webinars – Save the Date

Episode 5

Topic: ATM & Airport operations during recovery

Date: Thursday 26 August 2021

Time: 12:30 CEST





THANK YOU