Be Ready - Stay Safe

With Thanks to the Following Organisations Who Supported the Development of this Material

Who is this package of material for?

- This package is for organisations and particularly for leaders and managers who are developing their own Ramp-up preparations.

- Organisations should use this material to support a people-centred Ramp-up as it relates to their own operation (add your logo to the top right of the main powerpoint slides and go!)

- It is designed to help staff representatives in supporting their organisations and colleagues during the Ramp-up.

- This material is designed to align our ramp up approaches across the industry and to save you time when developing your own messages.
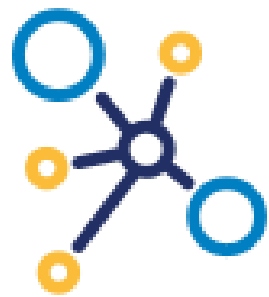
What is in the package?

- Organisational definition of "Be Ready" and "Stay Safe"

- Key messages for aviation personnel during the Ramp-up

- Examples of the key actions for each of the domain groups

- Domain safety issues

- Domain Ramp-up resources

Be Ready - Stay Safe: For Organisations

The importance of an industry-wide campaign

Aviation services are interconnected and rely upon organisations working together seamlessly.

Start-up strategies need to be addressed by all organisations to ensure the safe delivery of services.

We all need to focus on key behaviours during the ramp-up of operations over the coming months.

Be Ready means

Ensuring that you have the right tools, equipment and infrastructure in place.

Having enough skilled, trained and qualified people who are operationally ready and fit for duty.

Putting your staff and their wellbeing at the heart of a people centred ramp-up.

Stay Safe means

Encouraging people to follow recognised processes, procedures and practices.

Knowing your risks and mitigating them effectively as part of a resilient management system.

Setting a culture of trust that encourages reporting and for people to talk openly about safety and wellbeing.

Be Ready - Stay Safe: For Individuals

Right
Do everything the right way - follow processes, procedures and practices.

Engaged
Talk about safety and use the reporting system of your organisation or confidential reporting, if you need to.

Aware
Be aware that you and your colleagues may not be as recent or proficient as you might think.

Decisions
Be conscious about the decisions you make and review them regularly to see how you can improve.

Yourself and others
These are challenging times, so think about your wellbeing, that of your colleagues and others you interact with.

Speak-up
If you have any concerns about something you see or experience, speak up.

Actions
Be deliberate with your actions and maintain focus, try to minimise distractions.

Familiar
Take your time, things might not be as familiar as they were - plan ahead and prioritise your key work tasks.

Every day
Be prepared every day for new things – pay particular attention when doing something you haven't done for a while.

Be Ready - Stay Safe: Personnel Readiness

- Check all licences, medicals and other administrative details are all in date and ready to go.

- Review your Standard Operating Procedures (SOPs) and any emergency recall items prior to reporting for duty.

- Take some time to familiarise yourself with changes in your working environment.

- Prepare yourself mentally and physically by using the resources in the Wellbeing Hub.

Be Ready - Stay Safe: Leadership Actions

1 Leadership and culture

- Set a positive example for others to follow. Ensure that your actions are in line with organisational processes and policies.

- Establish a culture of trust that encourages engagement with staff at all levels so that its normal to report, provide feedback and discuss the challenges people face during the Ramp up to facilitate safety learning.

- Show management commitment to the wellbeing of staff and the values needed to be part of a safe and effective organisation.

- Identify where safety and business priorities might conflict and make deliberate decisions to prioritise safety first - include contingency for OTP erosion, disruptions, errors, planning failures.

2 Communications

- Plan a back to work communications strategy.

- Identify key messages and prioritise how, when, who and what you would like people to do?

- Show visible leadership when you communicate.

- Create scripts for each layer of management, all aligned on same theme - elevator pitch for each and every staff engagement.

- Emphasise systemic nature of challenge - need to embrace partners and airport community in communications.

- Communicate about your reporting system and confidential reporting processes under Reg 376/2014

3 Policy and procedures

- Ensure that all procedures/ manuals are up to date and that they are applicable to current COVID recovery situation.

- Encourage staff to follow rules, procedures and normal practices at all times.

- Consider the specific health safety measures needed to keep people safe from COVID in all roles (operational and non-operational).

- Review, update and improve the Wellbeing policy within your organisation to help support the mental and physical health of staff.

Be Ready - Stay Safe: Leadership Actions

4 People and Wellbeing

- Support your staff to be fit for duty - especially in the context of skill fade, fatigue, wellbeing.

- Encourage staff to look after themselves by asking "How am I feeling", "How am I coping", "What can I do for myself and others" and by looking after yourself (Wellbeing Resource Hub)

- Encourage staff to support each other by continually reaching out to each other to offer support - especially important when down route.

- Encourage staff to seek help through medical professionals or peer support networks and ensure this is part of your organisational culture.

5 Skills and Training

- Think about how your staff's skills and knowledge may have been degraded during the pandemic and what this means when activities increase.

- Identify situations where you might be using staff in new ways, locations or situations and what this means for your operation.

- Identify additional training you might wish to provide that you might have considered before COVID such as "Return to Work" training or Wellbeing.

- Consider leadership training for executive team, to highlight need for visible, supportive leadership. "All in this together" needs to be lived.

6 Resources and Equipment

- Verify that enough competent and suitably trained staff are available to perform all key activities and think about how teams are composed.

- Verify that vehicles and ground servicing equipment are available to perform all key activities.

- Verify that appropriate facilities, buildings and services are available to perform all key activities.

- Consider over-provision of Covid-19 PPE and other supplies, to minimise any related stressors during Ramp up.

Be Ready - Stay Safe: Leadership Actions

7 Management Systems

- Utilise your management system to effectively manage safety in your actual day-to-day operation - the situation is dynamic so be aware of changes.

- Know your risks, mitigate them continously and properly - use the EASA COVID-19 Risk Portfolio to help you.

- Encourage people to report occurrences and hazards and be prepared to investigate them - with appropraite feedback throughout the organisation.

- Ensure you are able to turn your data into intelligence that you can then talk about and use to manage the risks in your organisation.

- Ensure that Cyber, Security and Wellbeing are included in your management system.

- Consider pro-active seeking of operational feedback - use a "pull" campaign rather than relying on voluntary submission of reports. No reports doesn't necessarily mean no issues.

8 Third Party Providers

- Don't assume that all third party providers are in the same situation as you are or where they were before the pandemic - reach out and engage with them.

- Verify the status of any new service providers or companies that you plan to contract.

- Check that suppliers/ providers are not taking short cuts to keep afloat, your success depends on them - reach out and offer support.

Be Ready - Stay Safe: Support Teams

1 General

Create some headspace by putting key priorities in your diary up to 4 weeks ahead and create distraction-free moments.

Create times when you are able to disconnect from work.

Think about your own wellbeing and take care of those around you.

2 Email

Schedule time in your diary to do email so that it doesn't take over your day.

If you send an email be clear about the purpose and what you would actually like people to do.

Don't leave colleagues waiting for a long time for a reply, send at least a holding reply.

Minimise use of CC. Does that person really need to be made aware? Why not include them in direct email?

3 Meetings

Think about who you invite to a meeting so that everyone is clear on the need for their time.

Use the scheduling assistant to check that people are free.

Avoid back to back online meetings by planning 45 minute meetings instead of an hour.

Avoid scheduling meetings outside normal office hours, keeping time zones in mind - consider local time lunch breaks as well.
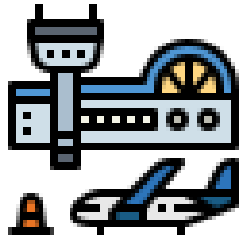
4 Communication

Don't just communicate via email, pick up the phone, video call or even in person if possible.

Reach out to colleagues across Teams etc whenever possible.

Don't just do the work, communicate that it is done to people who need to know.

Consider outdoor walking meetings if feasible. Try to schedule walking or stand-up meetings to break up the day

General Ramp-Up Resources

➤ **EASA - COVID-19 Resource Hub**

➤ **IATA - COVID Resources**

➤ **ACI - COVID Resources**

➤ **CANSO - COVID-19 Restart and Recovery Guide**

➤ **EASA - Review of Safety Issues Arising from the COVID-19 Pandemic**

➤ **EASA - SAFE360° Conference 8-10 June 2021**

➤ **EASA - Ramp-Up Safety Week 21-24 June 2021**

➤ **EASA - Wellbeing Resource Hub**

➤ **Regulation (EU 376/2014 on the Reporting, Analysis and Follow-Up of Occurrences**

➤ **Just culture toolbox from ATCEUC, CANSO, ETF, IFAIMA, IFATCA & IFATSEA**

Post COVID-19 Ramp-Up Safety Week - 21-24 June 2021

EASA — European Union Aviation Safety Agency

together 4safety

| Mon 21 June (1400-1530) Top Safety Issues	Tue 22 June (1000-1130) ATM/ANS Providers	Tue 22 June (1400-1530) Aerodrome Operators	Wed 23 June (1000-1130) Training Organisations	Wed 23 June (1400-1530) Air Operators	Thu 24 June (1000-1130) Maintenance Organisations	Thu 24 June (1400-1530) Get Ready Be Safe
Introduction to Safety Week	Top Safety Issues Resources/Actions	Top Safety Issues Resources/Actions	Top Safety Issues Resources/Actions	Top Safety Issues Resources/Actions	Top Safety Issues Resources/Actions	Summary of Safety Week
Top Safety Issues from Analysis	Maintaining Controller Skills and Knowledge	Ramping Up Operations & Managing Skills and Knowledge	Crew Skills and Knowledge	Managing Safety and Competence in Operations	Helping Staff Return to Work	Safety Leadership
Be Ready, Stay Safe Actions					Returning Aircraft to Service	Talking About Safety
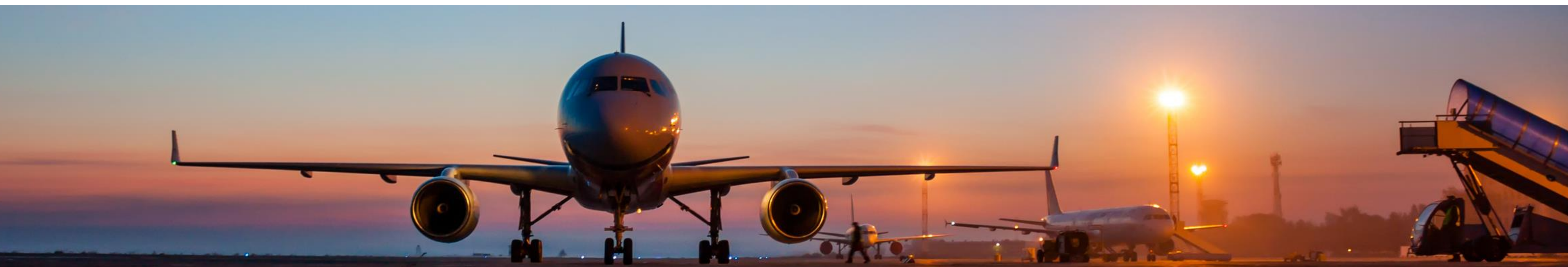
Air Operators

Air Operators - Safety Issues

TRAINING, CHECKING AND RECENCY

- Skills and knowledge degradation due to lack of recent practice
- Transfer of pilots from one fleet to another resulting in low hours on type
- Reduction in training effectiveness due to COVID-19
- Increased use of real aircraft for training instead of simulators
- Increased periods between licence/ validation checks
- Long gap in flying following type-rating training

HUMAN PERFORMANCE

- Decreased wellbeing of aviation professionals during shutdown and on return to work
- Roster adaptations to reduce transmission of illness may create different team behaviours
- Reduced adherence to procedures in the new working environment
- Flight crew fatigue due to unavailability of rest facilities at destination or extended duty period
- Unusual approach profiles in the circumstances of the pandemic (unstable approaches)

INFRASTRUCTURE AND EQUIPMENT

- Increased presence of wildlife on aerodromes
- Operational risks of aircraft storage at aerodromes
- Postponement of emergency response plan exercises may lead to ineffective handling of emergencies
- Ground Service Equipment may malfunction due to long periods of disuse and a lack of maintenance
- Flight simulator recurrent evaluations have been limited

MANAGEMENT SYSTEMS

- Reduced focus on, or prioritisation of safety, human and organisational factors
- Risk assessments based on previous normal operations are no longer valid
- Application of COVID-19 health control measures may negatively affect operations
- Extent and duration of COVID-19 exemptions and temporary rules

Air Operators - Ramp-Up Resources

- **EASA - COVID Resources Hub**
- **EASA - Practical Scenarios to support the Return to Normal Operations for Air Operators**
- **EASA - Review of Safety Issues Arising from the COVID-19 Pandemic**
- **EASA - Maintaining the Focus on Safety During the COVID-19 Pandemic**
- **EASA - SAFE360° Conference 8-10 June 2021**
- **EASA - Ramp-Up Safety Week 21-24 June 2021**
- **EASA - Guidelines for Aircrew and Air Operations on the Use of Extended Exemptions**
- **EASA - SIB 2021-06 on the Vaccination of Aircrew**
- **EASA - Guidelines on Cabin Crew Recurrent Training**
- **EASA - Wellbeing Resource Hub**
- **EASA - Guidelines for allowing virtual classroom instruction and distance learning**
- **EASA/ECDC - Aviation Health Safety Protocol**
- **IATA - Safely Restarting the Aviation Industry**

Be Ready - Stay Safe: Flight Crew 1

1 General

- You may be rusty so review SOPs and Emergency Recall Items before reporting for duty.

- Read all checklists slowly and deliberately in accordance with SOPs.

- Ensure the crew is aware and "in the loop". Question when unsure.

- Carefully consider short cuts before accepting during all flight phases.

- Be ready for unexpected technical failures due to long storage of aircraft

- Rushing is never a good idea. Especially now. Take your time to properly perform your tasks. Do not rush the crew in the cabin.

2 Preparation

- There needs to be a thorough pre-flight briefing with Cabin Crew to ensure a common understanding of procedures, timings, need to support and monitor each other.

- Flight Deck Briefing - verbalise the plan and pay attention to the HOW (How are you going to fly it?)

- Ensure a proper briefing stating all threats and how you mitigate them.

- Take your time for cross-checking the loaded route with the given clearance and charts.

3 Pushback

- Ensure both pilots are listening on the radio for departure and pushback clearence.

- When in doubt or unsure, stop and verify.

- Ensure a clear communication with the ground crew.

- Ensure a proper look out during pushback.

Be Ready - Stay Safe: Flight Crew 2

4 Taxi

- Confirmation of taxi routing with pilot monitoring before aircraft moves.

- Do not try to rush to comply with intersection departures.

- Taxi slowly, be prepared for non-standard routings and parking on non-standard stands.

- Only perform one engine taxi out if time and workload allows.

5 Take-Off/Departure

- Do not get distracted by ATC.

- Monitor climb rates when light (use of v/s).

- Do not push for short cuts (consider implications).

- No high speed below FL100.

- Strictly adhere to the sterile cockpit concept below FL100.

6 Cruise

- Monitor 121.5.

- Delay paperwork until you are at cruise level.

- Fly the plan in relation to FL and managed spped. Only deviate at ATC request.

- Ensure you stay hydrated and you eat enough

- Pay more attention to the aircraft and the flight path then you were used to, it has been a long time and unfamiliarisation will work against you.

- As pilot monitoring make sure you are monitoring and helping the pilot flying during cruise as well.

- Carefully consider short cuts before accepting.

Be Ready - Stay Safe: Flight Crew 3

7 Descent/Approach

- Ensure a thorough briefing including threats and how to mitigate them. Consider new NOTAMs that may contain nonstandard elements, weather, aircraft defects etc.

- PM: Close monitoring of track miles and descent profile.

- Maintain good awareness of terrain MSAs and MRC plates.

- No speed greater than 250 kts even if requested by ATC.

- Maximum use of the highest levels of automation.

- Slow down earlier, configure a little bit earlier.

- Maintain strict compliance with noise and environmental corridors.

- Consider that the cabin crew may require a bit more time to be ready.

8 Taxi In

- Again, take your time to complete your procedures.

- Avoid single engine taxiing during increased workload.

- Brief and/or verify cleared taxi route to parking position.

- Do not rush taxiing to the parking position.

9 Post Flight

- Discuss any occurrences or moments in the flight that could be improved and why.

- Take your time to finish the paperwork.

- Leave the cockpit the way you would like to have it when you walk into the cockpit.

- Even though it may take extra time, file a safety report or hazard report when applicable. You are an essential part in ensuring a safe operation for the whole company

- Make sure you ask your colleagues, including cabin crew and ground staff, how the flight was and how they are before saying thank you and goodbye.

Questions?