



**Be Ready - Stay Safe**

The illustration features a diverse group of ten aviation professionals standing behind a large banner. From left to right: a woman in a pink shirt and purple trousers holding a clipboard; a man in a dark suit and yellow tie; a woman in a blue pilot's uniform; a man in a dark suit with his arms crossed; a man with a beard wearing a green safety vest and a headset; a man in a blue pilot's uniform; a man in a dark suit and glasses; a woman in a dark pilot's uniform; a woman in a green safety vest; and a woman with red hair in a green safety vest holding a wrench. The banner they are holding has a blue and white chevron pattern at the top and the text 'Be Ready - Stay Safe' in bold dark blue letters. The background is a solid blue with faint white line art of an airplane and airport infrastructure. A single orange and white traffic cone is positioned on the ground in front of the banner.



**Be Ready - Stay Safe**

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



**AIRBUS**



**easyJet**





# 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 continuously 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 appropriate 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

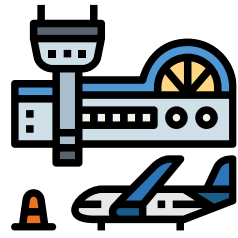
Don't just communicate via email, pick up the phone, video call or even in person if possible.

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](#)

**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**

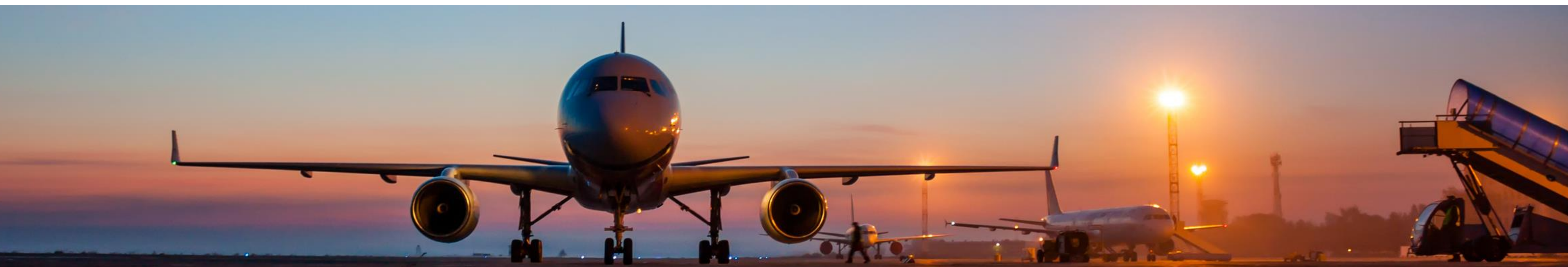
**Helping Staff  
Return to Work**

**Safety  
Leadership**

**Be Ready, Stay  
Safe Actions**

**Returning  
Aircraft to  
Service**

**Talking About  
Safety**





# AMO/CAMO







# AMO/CAMO Safety Issues

## TRAINING, CHECKING AND RECENCY

- Skills and knowledge degradation due to lack of recent practice
- Reduction in training effectiveness due to COVID-19 restrictions
- Knowledge transfer missed for new generation aviation personnel

## HUMAN PERFORMANCE

- Decreased wellbeing of aviation professionals during shutdown and on return to work
- Aviation personnel fatigue
- Reduced adherence to procedures in the new working environment

## OUTDATED INFORMATION

- Documentation and database updates may not have been applied, resulting in outdated or inconsistent information

## INFRASTRUCTURE AND EQUIPMENT

- Aircraft storage and subsequent destorage may lead to technical failures when aircraft are returned to service
- Disinfection (biocides) effect on aircraft systems and structural components
- Technical issues relating to recommencing use of aircraft fuelling after a long break
- Ground Service Equipment may malfunction due to long periods of disuse and a lack of maintenance

## 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





# AMO/CAMO Ramp-Up Resources

- [\*\*EASA - Guidelines for the Destorage of Aircraft\*\*](#)
- [\*\*EASA - SIB 2020-14 on Pitot-Static Issues After Storage due to the COVID-19 Pandemic\*\*](#)
- [\*\*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 - Wellbeing Resource Hub\*\*](#)



# Be Ready - Stay Safe: Maintenance 1

## 1 General

- Always think about the operational impact of what you are doing - would you fly on this aircraft?
- Use your organisation's reporting system and have open conversations about the work you are doing and the challenges you face.
- Be deliberate and knowledgeable in your actions and be mindful of the consequences of any errors made.
- Be wary of yours and your colleagues rustiness/ fatigue due to reduced work activity/working hours/furlough.
- Be understanding of colleagues and be prepared to challenge any unintended or deliberate deviations from safety standards.
- Be prepared to say stop if you are feeling uncomfortable.

## 2 Before/ During a Task

- Ensure that you have thorough pre-task briefings.
- Consider if you have the knowledge and training needed to perform the task.
- Ensure that you are mentally/ physically prepared and have and use the approved data, tools, equipment and resources for the task.
- Take the appropriate safety precautions and follow all regulations and procedures.
- Have human performance issues at the front of your mind such as distraction or interruption and apply appropriate Human Factors coping strategies.
- Are the key steps seen by the appropriate personnel when needed? Do not carry on until they have checked.
- Use paperwork as a defence - sign as you go and don't sign if you have not seen it.





# Be Ready - Stay Safe: Maintenance 2

3

## After the Task

- Debrief post work to evaluate how the job went to see what you can learn and improve for next time.
- Ensure you have used all the approved data, methods and practices.
- Reinspect work and perform all operational checks before returning the aircraft to service.
- Complete all paperwork correctly prior to the next flight.
- Check for loose articles/ FOD and account for all tooling and equipment before returning it to the correct storage.

4

## Task Specific

- Discuss AOG or unfamiliar situations or tasks with all relevant stakeholders to ensure safety isn't compromised by operational/ business pressures.
- Sign off NFFs with caution - allocate appropriate time for fault finding using OEM fault finding or trouble shooting guides.
- Check to make sure that the work ordered will detect and correct the reported defect or hazardous condition.
- During work allocation or job instruction, consider seeking positive feedback/response to ensure the correct understanding (eg engine 1 not engine 2)
- Identify the key/critical steps essential for safe completion of the task. Give these your undivided attention.



**Questions?**