



Be Ready - Stay Safe

The illustration features ten diverse aviation professionals standing behind a large banner. From left to right: a woman in a pink shirt and purple pants 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 arms crossed; a man with a beard wearing a green safety vest and a headset; a man in a blue pilot's uniform with a red tie; a man in a dark suit and glasses; a woman in a dark pilot's uniform with a cap; a woman in a green safety vest; and a woman with red hair in a green safety vest holding a wrench. A red and white traffic cone is on the ground in front of the banner. The background is blue with faint white line art of an airplane.



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.

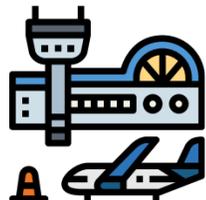
4 Communication

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**

**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**

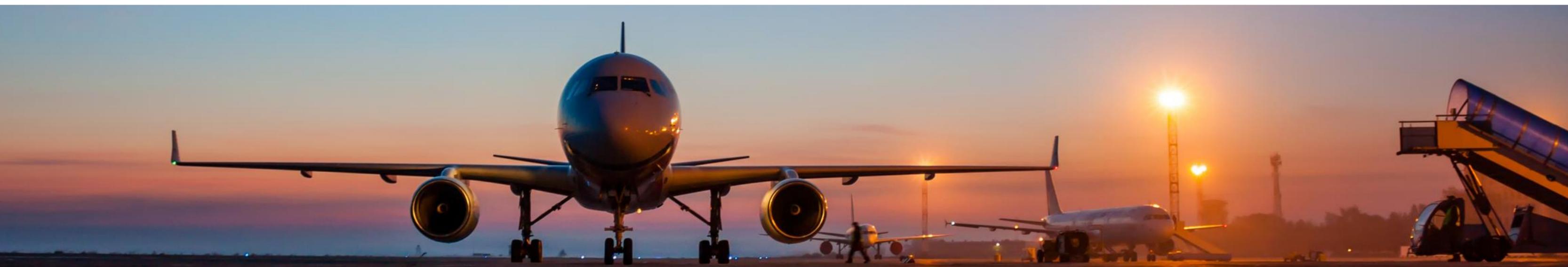
**Helping Staff
Return to Work**

**Safety
Leadership**

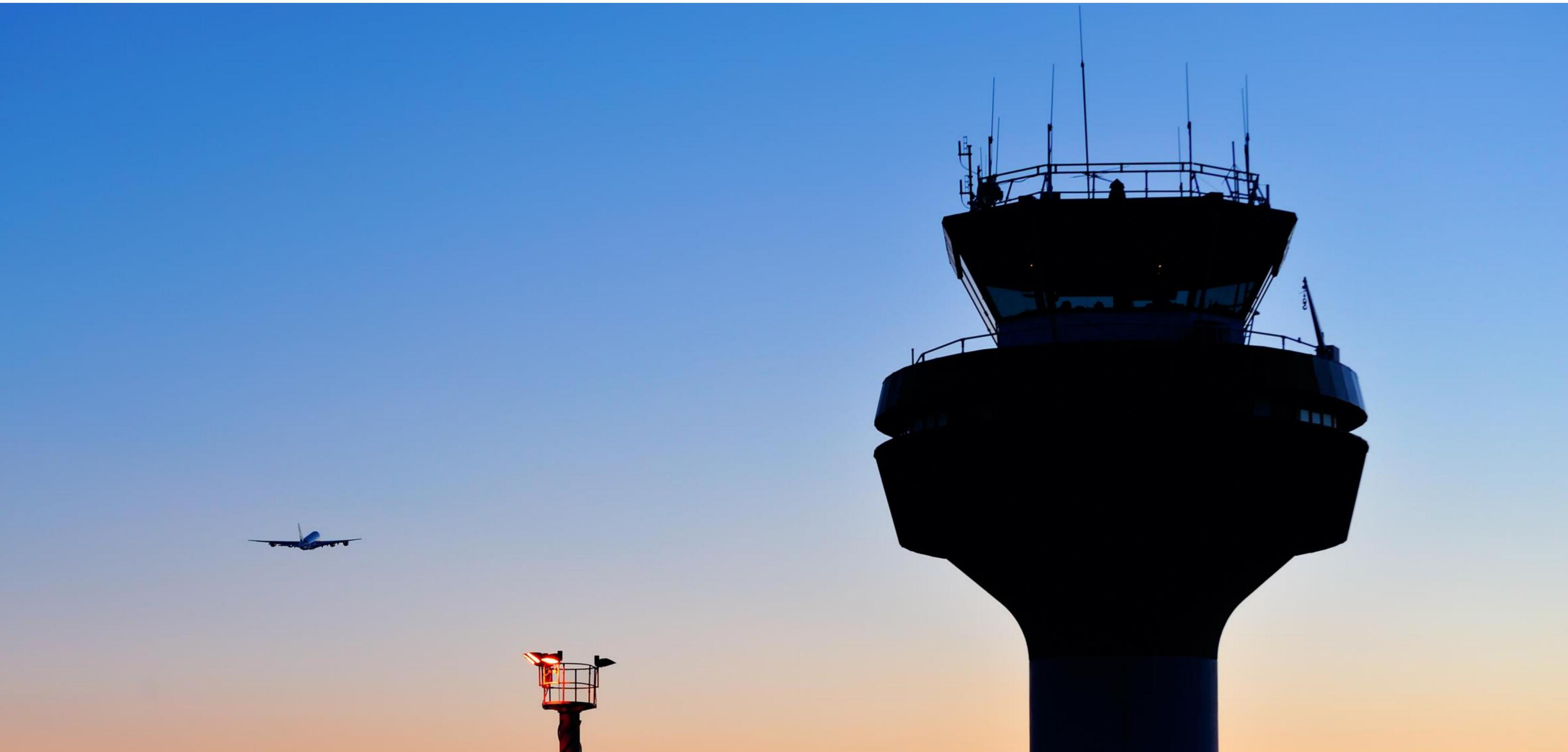
**Be Ready, Stay
Safe Actions**

**Returning
Aircraft to
Service**

**Talking About
Safety**



ATM/ANS Providers





ANSP 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
- Unusual approach profiles in the circumstances of the pandemic (unstable approaches)

INFRASTRUCTURE AND EQUIPMENT

- Malfunction or failure of communication, navigation and surveillance (CNS) equipment
- ANSPs returning to operations after being closed for several months
- Management of air traffic evolution during the recovery phase
- Increase of cyber security issues related to the pandemic situation

MANAGEMENT SYSTEMS

- Incorrect aircraft navigation due to difficulties in getting up to date with changed/ new information
- Risk assessments previous operative performances may not describe current situation and need to be updated
- Reduced focus on, or prioritisation of safety, human and organisational factors

OUTDATED INFORMATION

- Incorrect aircraft navigation due to difficulties in getting up to date with changed/ new information



ANSP Ramp-Up Resources

- [**EASA and EUROCONTROL Guideline on Vaccinations of Air Traffic Controllers and Operational Staff**](#)
- [**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**](#)
- [**CANSO - Ensuring Continuity of ATS Services Globally**](#)
- [**Eurocontrol - COVID-19 Impact on the European Air Traffic Network**](#)



Be Ready - Stay Safe: ATM/ANS 1

1 General

- Carry out pre-shift briefings to ensure all duty staff are aware of the current situations/ plans.
- Continually evaluate capacity and keep all parties informed on the latest situation
- Assess what are the activities you have practiced less. Pay special attention to coordinations with sectors typically collapsed during the pandemic period and to airport configurations less used during this period.
- Keep support controllers available.
- Consider keeping section occupation below capacity and consider splitting early.

2 Policy and Procedures

- Be careful of long, complex procedures, rely on cognitive cues to avoid errors.
- Limit use of RNAV approach procedures during the initial phase of the transition period. (Contrary to using automation for pilots?)
- Carefully consider short cuts before offering during all flight phases.
- Carefully monitoring pilot compliance with instructions and clearances.

3 Rostering and Management of Staff

- Implement tactical rostering which takes into account ATCO experience and skills. Ensure newly recruited or less experienced staff are supported by experienced staff
- Ensure Assessors and OJT Instructor (OJTIs) retain the competence through refresher training and prioritising them on shift.
- Consideration should also be given to introduce shift patterns that allow more staff exposure to the available traffic in order to remain current.



Be Ready - Stay Safe: ATM/ANS 2

4 Communication and Teamwork

- Communications are harder due to masks/ COVID measures - try to support a positive working environment and to avoid unnecessary conversations.
- Reduce speed of RT and encourage clear delivery, hearback and readback.
- Reduce the quantity of information bites in each transmission - Max 3 elements in a clearance or instruction.
- Support each other. Ask for help when needed and offer help to your colleagues.
- Use of alpha-numeric call-signs in flight plans and use NM call-sign de-confliction tool (CSST) or of a local one by AOs.

5 Task Specific

- Mind your strong intrusion habits: develop safe, robust ones, detect others
- Increase your planning horizon time span.
- Identify scenarios where it is more likely that cognitive biases may appear: too much information, information without enough meaning, not enough time to think and operational changes.
- Increase the availability of memories by silent and spoken reviews.
- Mind your taskwork structure and manage workload by delaying tasks or delegating.

6 Pre-Departure and Take-Off

- DCL include any capability for intersection take-off (bearing in mind reduction in taxi times) in DCL notes section.
- There should be rigid adherence to ACDM by controllers.
- Include cardinal headings on pushback clearance ("Callsign" push and start approved to face west).
- Incorrect/ incomplete taxi readback are always to be challenged.
- Be aware that any early handovers may compromise acceleration after take-off tasks.
- No offer of free speed below FL100.



Be Ready - Stay Safe: ATM/ANS 3

7 Cruise and Descent

- Request speed increase as a last resort.
- Monitor 121.5.
- Refrain from high speed descent clearances.
- Ensure aircraft can achieve a sensible descent profile when offering shortcuts.
- Any changes to runway/ approach type/ arrival should be communicated as early as possible.

8 Approach

- Provide speed control if provided in 2019 (pre-COVID).
- Go arounds should be as published, if not they should be clearly communicated well before the instruction. More unstable approaches can be expected.
- Expect longer runway occupancy times and slower turn off speeds.
- Wait for change over to ground instruction transmission until aircraft has vacated the runway.
- Expect later check-in on ground frequency due to after landing scan.

9 Ground/Taxi

- Expect lower taxi speeds.
- Monitor carefully for routing errors - be prepared for more guidance requests.
- Avoid non-standard taxi routings where possible.

A diverse group of ten professionals, including a woman with a headset, a man in a suit, a woman in a pilot's uniform, a man with a beard and headset, a man in a pilot's uniform, a man in a suit, a woman in a pilot's uniform, a woman in a safety vest, and a woman in a safety vest holding a wrench, are standing behind a large white banner with a blue and white chevron border. The banner contains the text "Questions?". A traffic cone is on the floor in front of the banner. The background is blue with white line art of a car and a plane.

Questions?