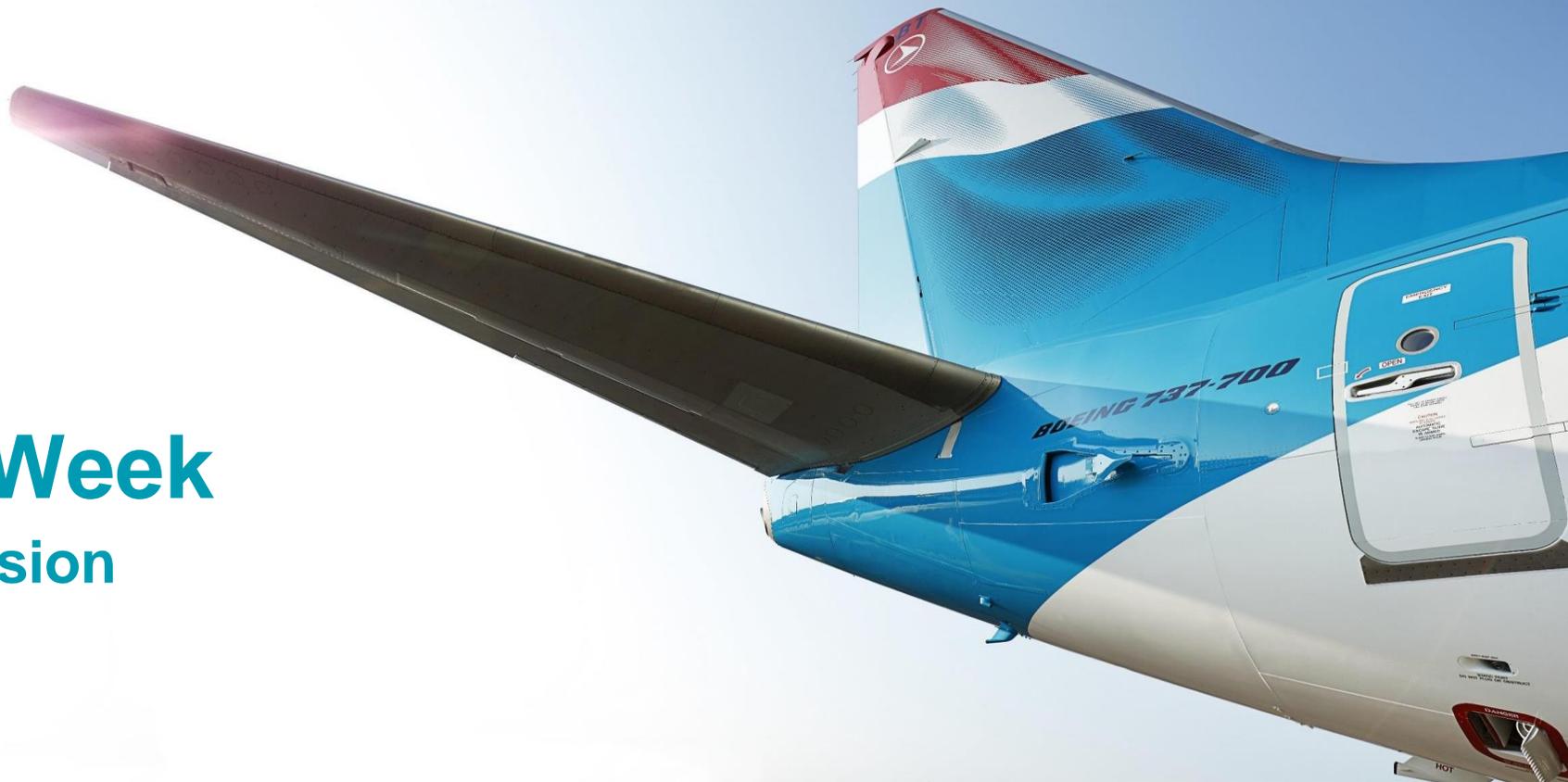


# EASA Safety Week

## Air Operators Session



**Issue:**

Rising concerns of crews by upcoming pandemic.  
First cases of virus appear on flights.  
Many staff members struggling with the situation and stress relayed to it. Distraction from duties has been identified.

**Data source(s):**

- Reports
- Interviews

**Possible SPI(s)/KPI(s):**

- Number of reported issues per day/week
- Number of people seeking assistance per day/week

**Mitigation Action(s):**

- Raise awareness on oncoming issue
- Enhance communication with crews
- Review/enhance processes (e.g. masks?)
- Review/enhance health and safety protocol
- Review/enhance specific training
- Launch of crew support programme
- Cooperation with industry

**Issue:**

SMS process application in departments.  
Processes applied but coordination between departments and cross-departmental risk and change management analysis has opportunity for improvement. Issue became more complex due to split locations, COVID restrictions, home office, unpaid leave etc.

**Data source(s):**

- Risk cases
- Minutes of meetings
- Interviews
- Audits

**Possible SPI(s)/KPI(s):**

- Number of cross-departmental risk cases performed
- Presence of staff in virtual meetings
- Number of duplicate hazards not linked to other departments
- Number of mitigation actions not implemented in time

**Mitigation Action(s):**

- Set-up of virtual meetings
- Coordination by safety department
- Creation of specific safety review meetings
- Enhanced monitoring by safety department
- Cooperation with industry

**Issue:**

SMS interaction with other entities of the company.  
E.g. ERP vs BCP  
E.g. Network planning vs crew training (Innsbruck)  
E.g. Health and safety

**Data source(s):**

- Minutes of meetings
- SMS audits
- SMS analysis

**Possible SPI(s)/KPI(s):**

- Number of common meetings with other entities
- Number of coordinated actions
- Number of issues coming from other entities which were included in risk and change management cases

**Mitigation Action(s):**

- Coordination by safety department
- Review and adaptation of BCP processes
- Review of ERP processes
- Enhance SMS promotion
- Seek opportunity for integration of SMS processes into leadership and upper management

**Issue:**

Restart of operation after no flying for several month.  
In the scope of the SMS monitoring the operation.

**Data source(s):**

- FDM
- Reports
- Minutes of meetings
- Audits

**Mitigation Action(s):**

- Set-up of restart review meetings
- Risk and change management cases completed and coordinated before restart
- Specific enhanced FDM monitoring
- Enhanced feedback and issue identification
- Development of specific pandemic descriptors for reporting in various departments
- Coordination meetings with other departments and parts of the company
- Review of existing mitigation actions for validity

**Possible SPI(s)/KPI(s):**

- Number of reports received old and new descriptors per 1000 flights
- Number of reportable incidents and FDM events per 1000 flights
- Number of issues identified and resolved during restart review meetings
- Number of risk and change cases done with closed actions

**Issue:**

Changes in the organisation  
Early retirement leading either to loss of experience/expertise or even to non-replacement of specific positions

**Data source(s):**

- Human Resource Department
- Minutes of meetings

**Possible SPI(s)/KPI(s):**

- Number of early retirements per department
- Number of years of experience lost due to early retirement
- Number of positions not replaced after early retirement
- Opportunities used to optimize positions after early retirement

**Mitigation Action(s):**

- Review/adapt scheduling process
- Review/adapt pairing process
- Review training plans short and long term
- Risk assess effects of departure on capability of departments to deliver requirements
- Review/enhance hand-over processes
- Review structure of specific areas and seek opportunities to optimize
- Clear and honest communication on criteria for application (companywide) and clear, detailed explanation of impact for the individual (personally).

**Issue:**

Validity of licences, checks and trainings.  
Issue became more complex due to travel restrictions, training centre closures, COVID restrictions, availability of staff.  
Importance to keep instructors and supervisors current.

**Data source(s):**

- Training data bases
- Communication with NAA

**Possible SPI(s)/KPI(s):**

- Number of missed trainings
- Number or re-scheduled trainings
- Number of altered training plans/schedules
- Number of extensions/exemptions received

**Mitigation Action(s):**

- Extensions and exemptions from NAA
- Review/adapt training plans
- Review/adapt travel plans
- Keep instructors current
- Make advance plans to avoid training capacities during restart of operations

**Issue:**

Increasing concerns of staff about future of organisation, own future, financial losses, job security. Identified possible effects on well-being.

**Data source(s):**

- Reports
- Interviews
- Exchange with Human Factors manager

**Possible SPI(s)/KPI(s):**

- Number of reports received
- Number of communication to staff
- Number of feedback from staff in regards to communication strategy
- Number of times the support programme or in house support has been used

**Mitigation Action(s):**

- Keep people active for the organisation
- Increased support for crews
- Training for change agents
- Review of communication processes
- Development of well being guide
- Launch of crew support programme
- Access to in house professional support
- Combine all in a strategy



	Direct Communication	Training	Support	Information	Feedback
Company Level	Zoom-Meetings with CEO	WBT/CBT	Employee Assistance Program (EAP)	Corporate Communication Strategy	Survey
Department Level	Direct-Meetings with Senior Management	CRM (Flight Ops)	Direct superior Head of Department / NP	Quick Review, Briefings	Change Agents
Personal Level	Change Agents	Coaching	Peer-support (Flight Ops)	Guide to Wellbeing by Flight Safety Foundation	"open door" policy for Heads of Department/ NP/ CEO

**Issue:**

Availability of staff due home office, CHOMP, sickness, etc.

Rising concerns over loss of routine, knowledge and skills.

Issue became more complex due to strong fluctuations in production e.g. cancellation of flights.

**Data source(s):**

- Human Resource Department
- Minutes of meetings

**Mitigation Action(s)**

- Keep Luxair flying
- Review/adapt scheduling process
- Review/adapt pairing process
- Review/adapt training plans
- Review/adapt monitoring and supervision
- Possibility to request flights with LTC/TRI if feeling the need
- Prepare transition from crisis mode to 'normal' operations e.g. EASA campaign
- Survey with flight crews

**Possible SPI(s)/KPI(s):**

- Number of cases where a team was not complete
- Number of re-planning due to staff availability issues
- Number of cancelled flights due to staff availability issues

### Impact of reduced flying on flying skills ?

1 NO IMPACT	2	3	4	5 MAJOR IMPACT
4.55%	35.45%	43.64%	10.00%	6.36%

### Symptoms ?

ANSWER CHOICES	RESPONSES
Increased use of automation	13.64%
Lack of situational awareness	20.00%
Lack of knowledge concerning aircraft systems	21.82%
Activation of alerting systems	0.91%
Lack of routine	91.82%
Errors	42.73%
Nil	4.55%
Other (please specify)	13.64%

### Phases of flight ?

ANSWER CHOICES	RESPONSES
Ground operations	46.73%
Take-off	13.08%
Climb	5.61%
Cruise	0.00%
Cruise climb	0.93%
Cruise descent	0.00%
Descent	13.08%
Holding	0.93%
Approach	35.51%
Go-around	4.67%
Landing	39.25%
All affected	14.95%
Cannot specify	18.69%

**Issue:**

Increased number of deep landings

**Data source(s):**

- FDM
- Reports

**Possible SPI(s)/KPI(s):**

- Number of deep landings per 1000 flights
- Number of deep landings per location
- Number of deep landings per crew member

**Mitigation Action(s):**

- Debrief crew and raise awareness
- Specific FDM monitoring
- Adapt training programs
- Promote reporting
- Analysis of specifics for certain locations
- Feedback statistics

**Issue:**

Change in network and increased number of charter flights.

Company is adapting to the financial situation and looking for opportunities.

Linked to an increased number of flights to complex airports.

**Data source(s):**

- Minutes of meetings
- Network Planning
- Reports

**Mitigation Action(s):**

- Review/adapt pairing processes
- Specific crew pairing requirements
- Specific training for crews
- Specific procedures e.g. captain landing only
- Special briefings
- Special recency requirements e.g. flight duty day before
- Allow additional time at check in for specific briefing
- Review/adapt airport analysis process
- Review aircraft planning process

**Possible SPI(s)/KPI(s):**

- Number of changes to the route structure
- Number of complex airports in route structure and trainings performed
- Number of reports per location per 1000 flights
- Number of crews released to complex destinations

**Issue:**

Increased number of flights to short runways

**Data source(s):**

- Minutes of meetings
- Reports
- FDM

**Possible SPI(s)/KPI(s):**

- Number of deep landings on short runways

**Mitigation Action(s):**

- Debrief crew and raise awareness
- Specific FDM monitoring
- Promote reporting
- Analysis of specifics for certain locations
- Feedback statistics

**Issue:**

Increased number of pilot mis-selections.

**Data source(s):**

- Reports
- Interviews
- FDM

**Possible SPI(s)/KPI(s):**

- Number of pilot reports received
- Number of FDM events in relation to this issue per 1000 flights

**Mitigation Action(s):**

- Lessons learned
- Safety publications
- Enhanced debriefings
- Restart campaign



**Issue:**

Increased number of hard landings

**Data source(s):**

- FDM
- Reports

**Possible SPI(s)/KPI(s):**

- Number of hard landings per 1000 flights
- Number of hard landings per location
- Number of hard landings per crew member

**Mitigation Action(s):**

- Debrief crew and raise awareness
- Specific FDM monitoring
- Adapt training programs
- Promote reporting
- Analysis of specifics for certain locations
- Feedback statistics

**Issue:**

Increased number of aircraft loading issues.  
Several issues identified in relation to nets, loading up to the ceiling.  
Loss of experienced staff, use of temporary staff, loss of knowledge and routine.

**Data source(s):**

- Reports
- Audits
- Interviews

**Possible SPI(s)/KPI(s):**

- Number of loading issues per 1000 flights
- Number of loading issues per location

**Mitigation Action(s):**

- Awareness briefings
- Review of staffing e.g. temporary staff
- Enhanced training
- Enhanced supervision
- Review adapt walk around processes

## Caution

A combination of issues may lead to different results. We should take issues from different domains into consideration to get a complete risk picture.

## Caution

The risks which were identified in the system before the COVID crisis have not disappeared.

We should not neglect them and take them into consideration when reviewing the restart of operations.

## What went well

- SMS processes worked well within operational areas.
- Good support to staff by the company.
- Good support from the NAA and EASA.
- Good support from the social system.
- SMS has been very useful to have a starting point for coordination.
- Industry cooperation worked very well.

## Opportunities for improvement

- Opportunity for better coordination between different areas of the organisation.
- Opportunity to improve the resilience of the organisation to a crisis like this by enhancing the integration of SMS processes beyond operational areas.
- Opportunity to enhance the digital transformation.
- Opportunity to develop a red light system to be better prepared for a potential future crisis.
- Opportunity for better coordination between the different countries.

**ARE WE READY FOR THE NEXT ONE?**