

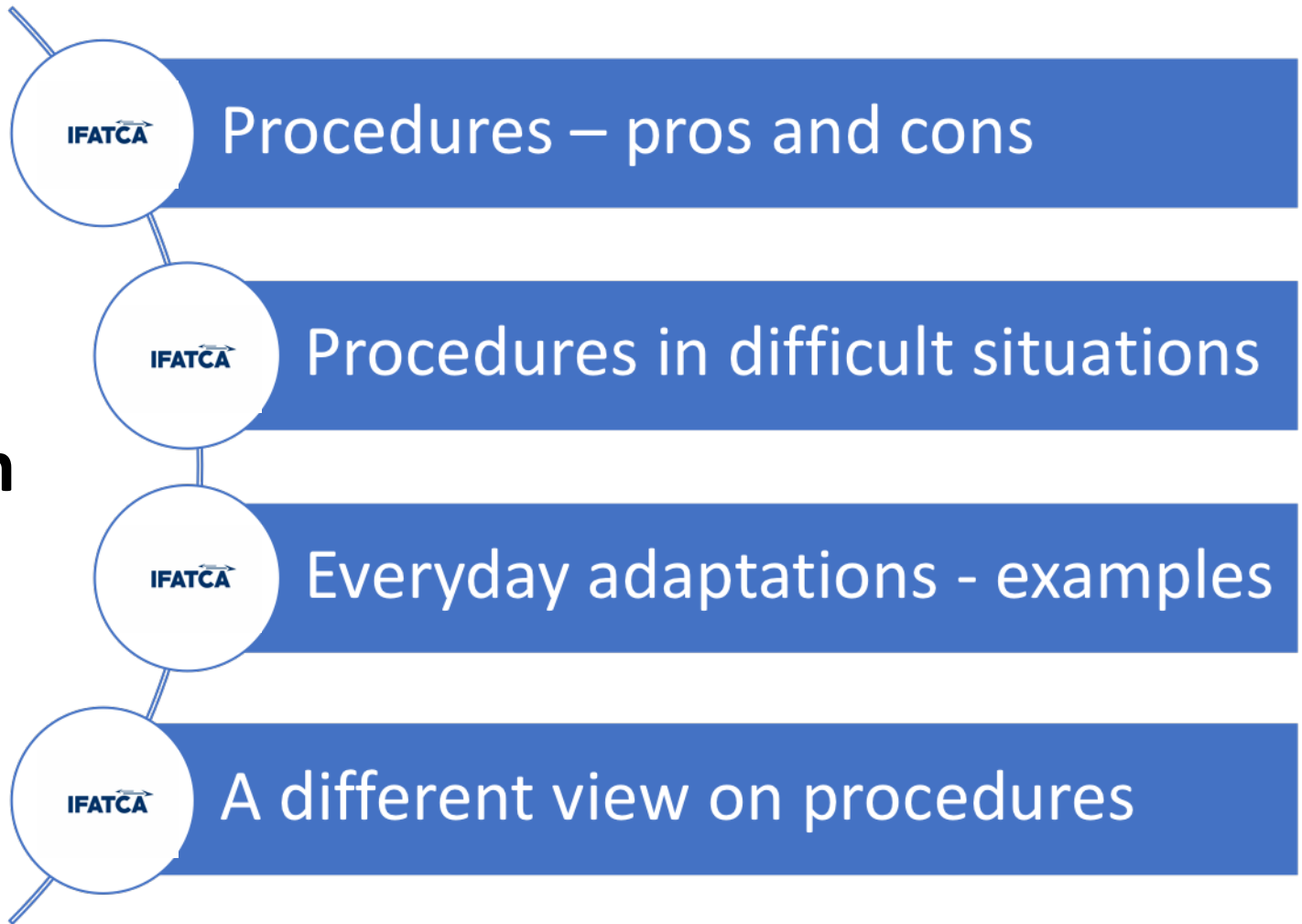


## **Procedures in the wild:**

**A different view on the use of procedures -  
adaptations are necessary**

Eurocontrol Safety Behaviours Safety forum,  
Brussels from the 29-30<sup>th</sup> of May  
Tom Laursen IFATCA Executive Vice President Europe

# Program



# Pros:

## The benefits of procedures and standardisation

Procedures and standardisation have improved aviation safety for decades  
(from 45 to 4000 pages)

Procedures and standardisation promote routinisation, use accumulated knowledge and thereby increase process efficiency

- Language/phraseology
- Coordination of actions
- Reduces complexity
- Following procedures free resources (attentional)
- Paper
- Electricity
- Driving
- Clock

*Robert Wears, 2015*

# Cons:

## Procedures are,

- Bad in arbitrary situations when context shifts
- Accounting for complexity to a certain point
- Not always understood the same way by all involved
- Often based on simple cause-effect relationships
- Often being used to measure individual performance

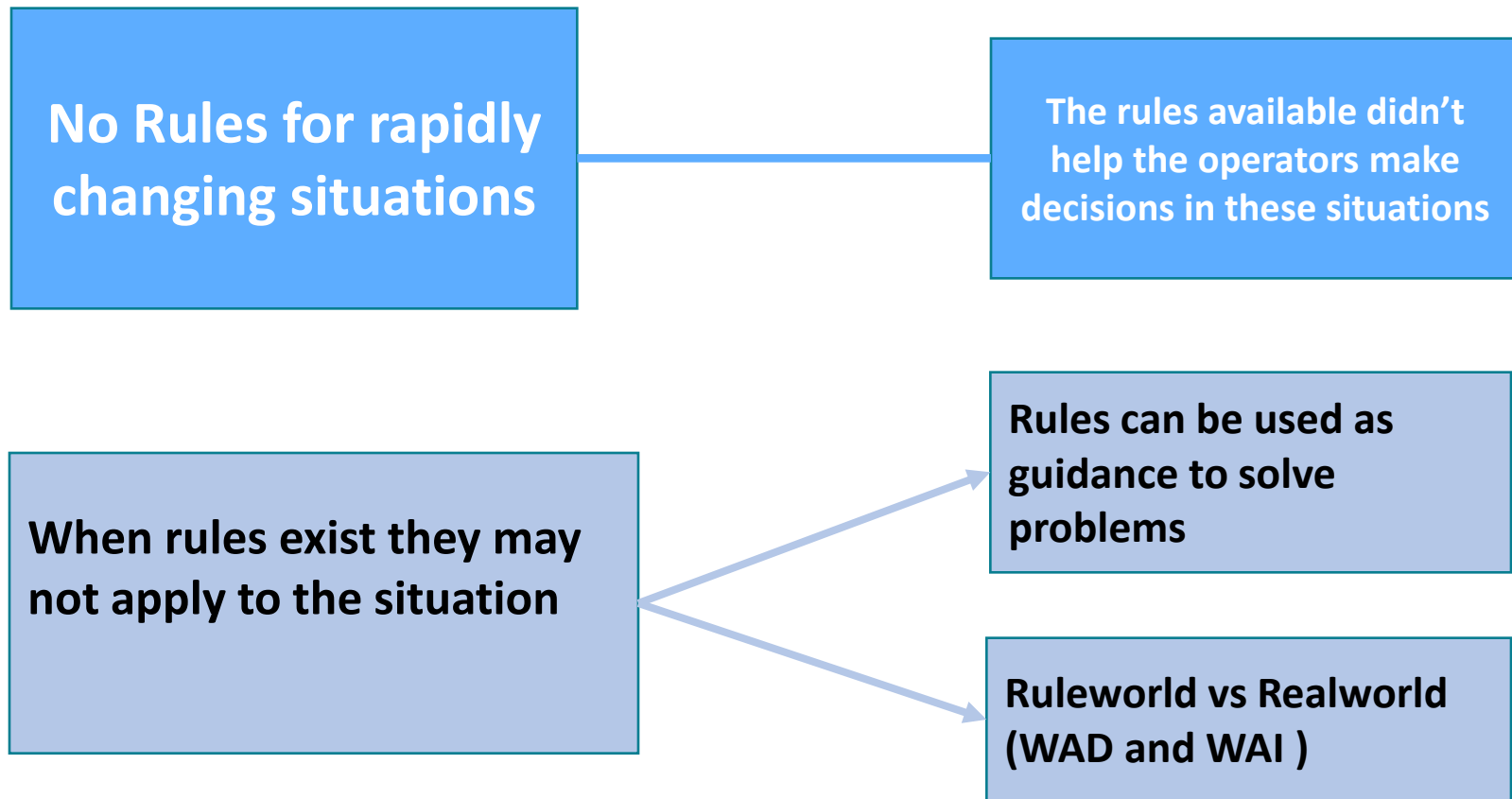
# Global system goal of ATC

*Achieving conflicting goals require adaptations*

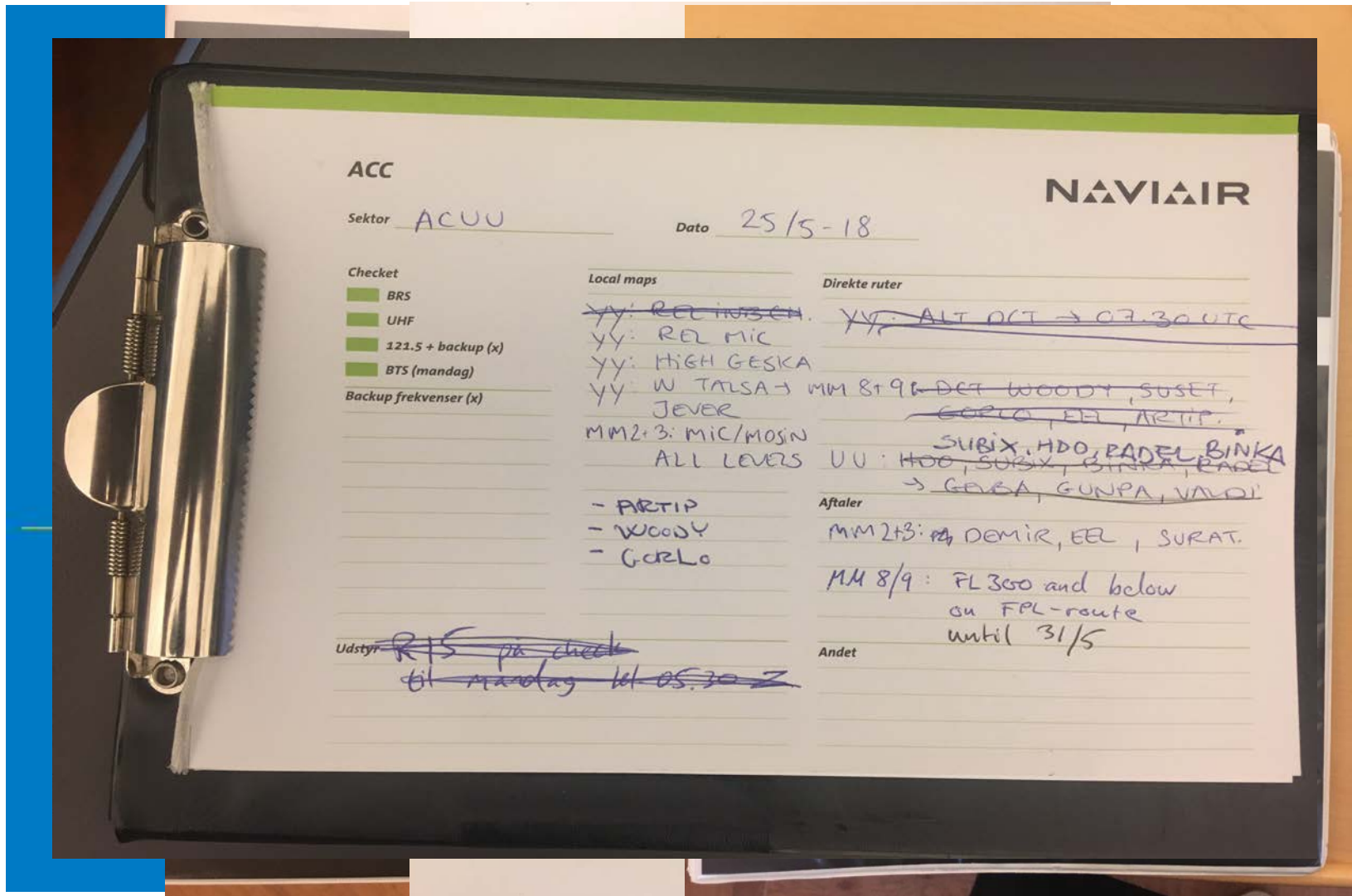


ICAO DOC 4444 – Air Traffic Management

# Results of study 'how rules and procedures help in difficult situations'

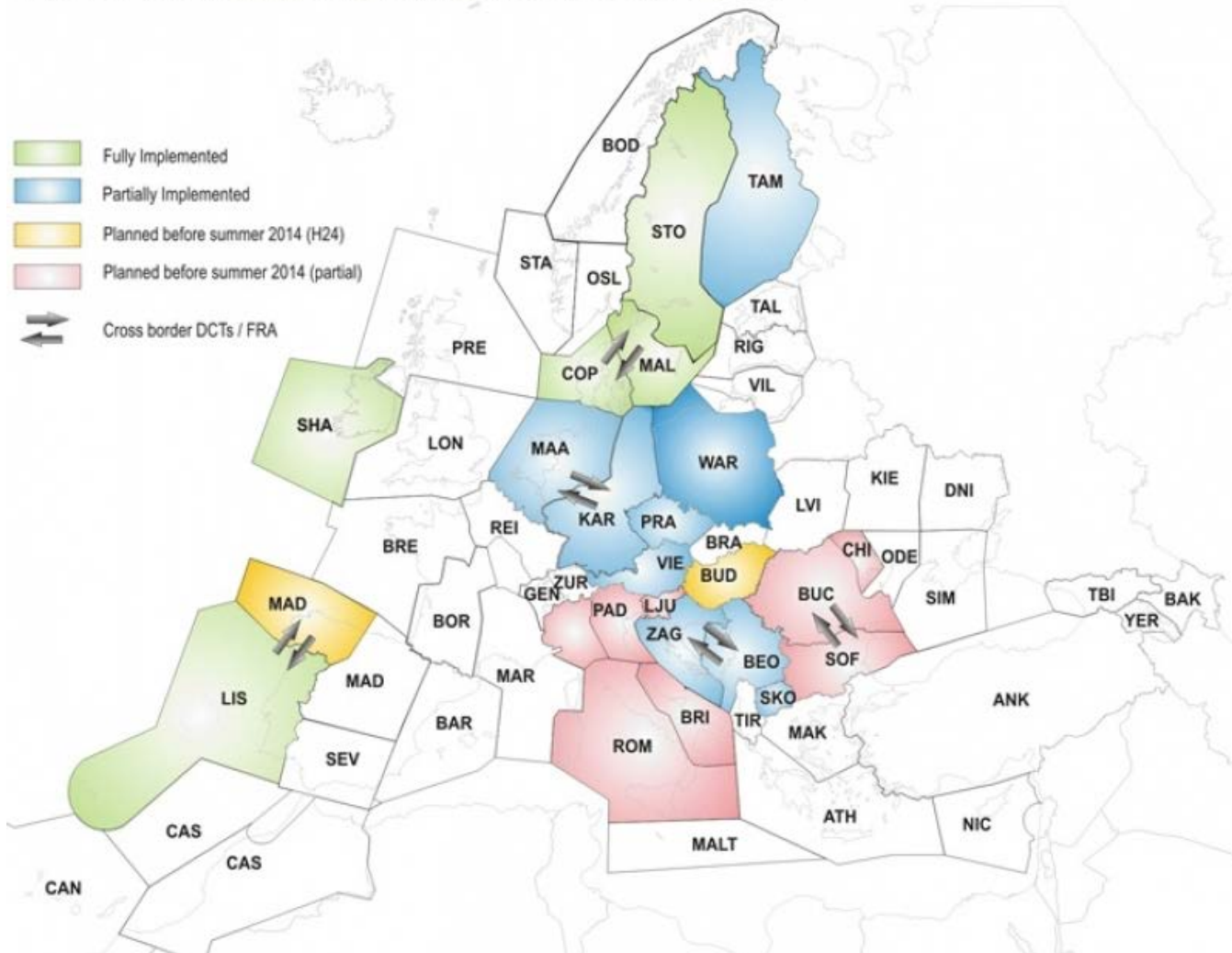


# Examples of (necessary) everyday adaptations



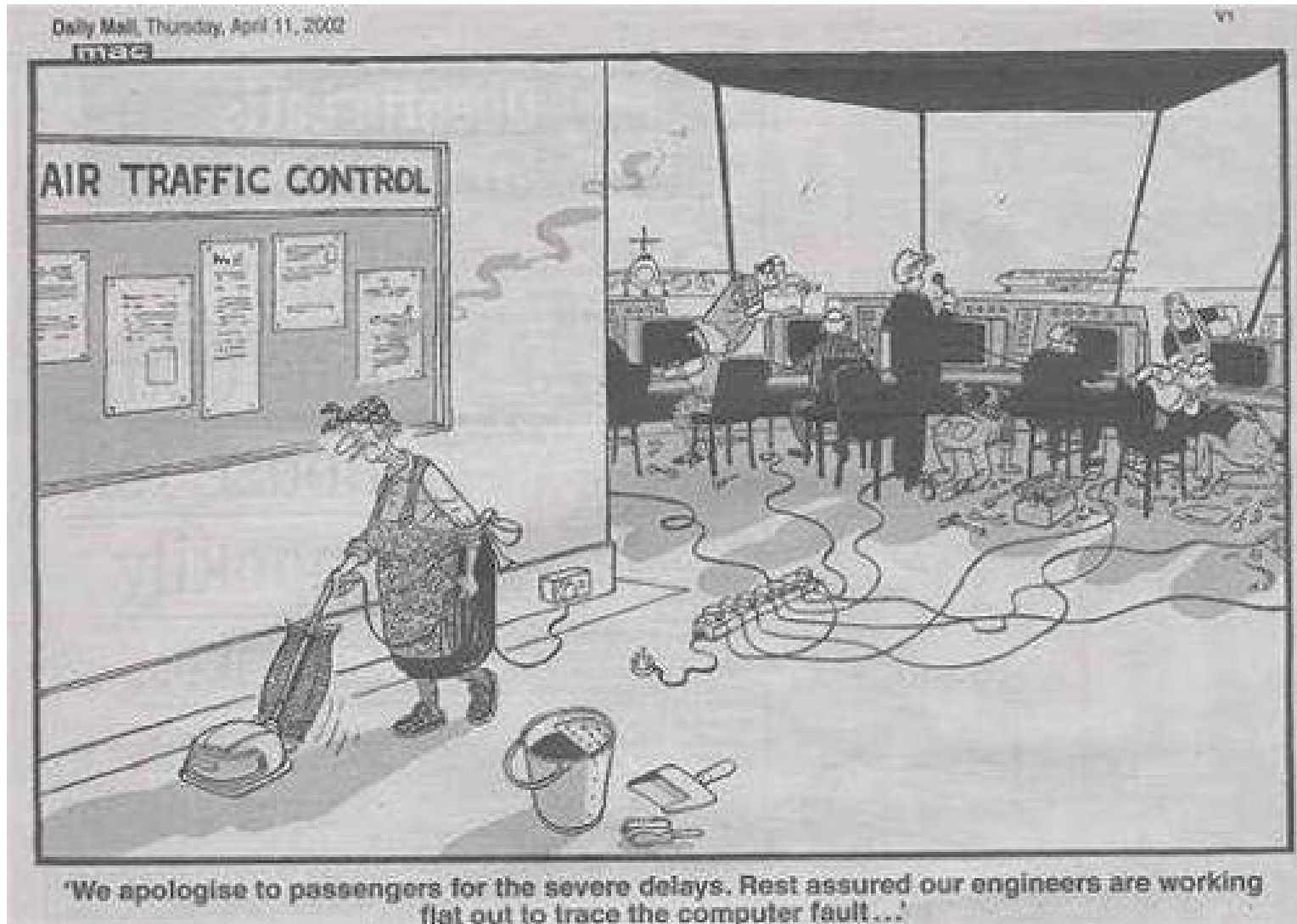
# Examples of (necessary) everyday adaptations

Free Route Airspace Deployment before Summer 2014





# Examples of (necessary) everyday adaptations



# A different view on procedures



- There is a difference between centralised guidance and local practice (WAD – WAI)
- Both contingency and everyday operations are governed by competing goals and therefore requires adaptations
- Encourage and support when operators attempt to solve fundamental trade-offs

# A different view on procedures



- With 4000 pages of procedures, it is a wonder if you can follow all procedures in difficult situations
- Operators need freedom and authority to use their skills – it enhances safety
- To make progress on safety through procedures, monitor the gap between procedure and practice and understand the reasons behind it

*Dekker, 2002*