



“At Heathrow, we have introduced a ‘What worries you?’ box. Into it, any staff member can place a note about anything at all that worries them, about any aspect of the unit’s performance. Open reporting is great but it tends to relate to events rather than people’s concerns. We are now rolling it out to other interfaces we have so we can respond to their worries about what we do and how it impacts upon them.”

**Dale Reeson, General Manager ATS
at NATS Heathrow Airport**

“Get in the car, get on a plane, go to the room next door. Wherever the other side of the interface may be, go there. This week I have spent the best part of 75% of my working hours driving to general aviation airfields, airports, a gliding club and a weapons testing facility. The thought of so much unproductive time on the road worried me, however it has been one of the most productive weeks this year. Events at the interfaces necessitated the journeys and the time spent looking through the lens from the other side was priceless. I often hear remarks about those at the other side - “incompetent!”, “what were they thinking?” Having made the trek it became very clear. Despite their differing roles, be it glider pilot, airport operator, ATCO, or explosives expert, I seen the same in all of them. They are all airspace users who were trying to make it work. They did their best to do what they thought was safe. We often don’t see this until we look at our world from their perspective. Aligning our perspectives is an essential step to improve an operational interface.”

**Blain Kelly, London Terminal Control
Safety Manager, NATS**

“At ATCC Stockholm we have a small team of ATC personnel working together with pilots in an initiative called ‘Kundgruppen’ (the Customer Group). For 20 years and running, pilots and air traffic controllers have been getting together – formally and informally – to exchange experiences and share thoughts on the ATC-pilot system and what we can do together to improve flight safety. For example, last year 8 pilots took part in simulator exercises in the Stockholm airspace, working as approach, departure, director and feeder/stacker controllers. We also arrange flight deck journeys for ATC personnel, annual social events and invite pilots to our workplace on a regular basis. We believe that good ATC-pilot relations, and an understanding between our different – but thoroughly integrated – worlds, is paramount for flight safety.”

**Axel Rydin, ATCO
at Stockholm Terminal Control**

“I try to instill into Tower controllers from an early stage, to plan for a pilot to comply with your instructions, but still surprise you. Pilots engaged in various operations and aircraft types are more or less likely to catch you out. At the top of the scale are balloons. They are flying with the breeze and will often require higher levels than we can easily arrange, and they frequently miss their intended landing areas. Helicopters can also turn in directions that you are not expecting, join very short or long circuits to land, or fly faster/slower or even climb very quickly. Lighter fixed wing aircraft may also help themselves to very early turns on departure, or even push out to 4 or 5 miles before setting course. All of these operations are permissible but may come as a surprise to a controller who has not allowed for this. It is important to consider what a pilot is entitled to do and compare that to what the ATCO is expecting the pilot to do. Likewise, if a pilot who operates the same way every day needs to deviate from that profile for some reason, then let ATC know.”

**James Fisher, Training Officer
at Essendon and Avalon, Airservices Australia.**

“Years ago I managed a small group of controllers at the ATC Centre. Our ambition was to improve cooperation and understanding between controllers and pilots.

Things we did:

- Visit an airline crew base. Bring a box of chocolate and some printed information and be prepared to ask and answer questions.
- Try to arrange a place on a jump seat as often as possible.
- Arrange an “ATC workshop” and invite pilots. Give them a headset and put them next to a controller. If you have a simulator – let the pilot do the controlling. Coffee, cookies and a lot of discussions.
- Write articles about things happening at your ATS unit. Send it to a magazine that is read by pilots. We used the pilot union paper several times.
- Print a local information leaflet where you collect all experiences made during the activities above. Controllers are starving for feed-back on their job.”

**Anders Ellerstrand Watch Supervisor
ATCC Malmö, Sweden**

Do you and your colleagues do something that other operational readers might be interested in?

Send your short examples of good practice (200 words maximum) to steven.shorrock@eurocontrol.int

“Once every second year the Watch Supervisors and the Technical Watch Supervisors meet for refresher training. We typically train actions during system degradation. What’s really clever is that we take a break every now and then during the exercises. During that break each part describes their situation. The WS could tell how he really needs to know the technical status and to have a prognosis to be able to coordinate this with all the stakeholders. While the TWS explains how he really needs to be left alone to be able to find out what is happening and what to do about it. It is informative and fun and I believe it will improve the way we cooperate in case we have real problems.”

**Anders Ellerstrand Watch Supervisor
ATCC Malmö, Sweden**

“I believe one major cause for the gap between work-as-imagined and work-as-done is a lack of understanding and knowledge. The person designing the procedures doesn’t fully understand the reality in which it is to be used. The person using the procedure doesn’t fully understand the idea behind its design. I also believe there is one easy solution to the problem. Organise work so that as many as possible of the people designing procedures also maintain a current rating – as a flight data officer or controller or watch supervisor. And let the watch supervisor take his/her turns with the headset as well. To fully understand another person’s situation, you might need to do the same work. Perhaps we should even have higher managers returning to the ops room for a short while every third year or so. At least to the simulator.”

**Anders Ellerstrand Watch Supervisor
ATCC Malmö, Sweden**

HindSight

The ability or opportunity to understand and judge an event or experience after it has occurred

The theme for HindSight 27 will be **Competence and Expertise**

HindSight is an aviation safety magazine for air traffic controllers and professional pilots on the safety of air traffic services.

We welcome articles and short good practice examples by **Friday 23 March 2018**, especially from front line controllers and pilots. Some suggested subject areas include:

- Basic issues: competence and expertise, now and in the future
- Training, instruction and communication for competency and expertise
- Competency assessment
- The use of operational expertise in support functions
- Human performance issues
- Self-guided learning
- Teams and competency

Draft articles (1500 words maximum) and short examples of good practice ('What we do' – something that may be helpful to other readers) (200 words maximum) should:

- be relevant to the safety of air traffic services
- be presented in 'light language' keeping in mind that the target audience is air traffic controllers and professional pilots
- be useful and practical.

Please contact
steven.shorrock@eurocontrol.int
if you intend to submit an article,
to facilitate the process.

