

Editing Sample

The following is a document I edited in my position as Associate Technical Editor at SENTEL. It is a report my company produced for the Civil Air Navigation Services Organisation (CANSO), an international trade organization that works to increase the efficiency of air traffic control bodies working together across national lines and to facilitate sharing of best practices that encourage constant safety improvements for the flying public worldwide. I have selected two pages that provide a representative sample of the whole. As an international organization, CANSO opts to use British style and spelling conventions for its English-language materials.

1. Background

In the mid-2000s, EUROCONTROL developed a maturity pathway by which air navigation service providers (ANSPs) could build their Safety Management Systems (SMS). The Civil Air Navigation Service Organisation (CANSO) then refined the pathway and published it as a Standard of Excellence (SoE) in 2009. The second edition of the CANSO standard came into effect in 2014 following the publication of International Civil Aviation Organization (ICAO) Annex 19.

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The maturity of European ANSPs' SMS has been assessed for over 10 years via the scheme, with an increasing number of other CANSO members submitting their SMS for assessment since the publication of the standard. In 2015, 64 ANSPs participated in the benchmarking exercise (up from 48 ANSPs in 2010).

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In 2016, the Future Safety Development Workgroup (FSDWG), in conjunction with experts from EUROCONTROL, undertook the first major revision of the structure of the SMS maturity measurement tool.

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2. Purpose

The purpose of this discussion paper is to provide the Safety Standing Committee (SSC) with an understanding of the drivers that led to the redevelopment of the measurement device, the challenges that we encountered and the changes that we propose, based on its first year of implementation.

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3. Scope

This discussion paper is relevant to any ANSP who has participated in the SMS maturity assessment in 2016 or intends to participate in the future.

4. Issues

i. Drivers for change

The following issues drove the change in the format of the questionnaire:

- An increasing number of ANSPs from outside Europe submit their SMS for assessment each year; as a result, workload has increased significantly for EUROCONTROL, who review, validate and report assessment results on behalf of CANSO (at no cost to its members). Efforts to ease the burden on EUROCONTROL were necessary to ensure that their services could be maintained.

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- Those from non-English-speaking backgrounds found some of the complex language used in the SoE and Questionnaire difficult to interpret and therefore struggled to understand the requirements.
- Validating responses was often difficult, as the statements in the existing questionnaire were occasionally open to interpretation.
- Completing the questionnaire was often time-consuming because ANSPs were required to write a justification of the maturity level achieved, even if they had previously submitted a survey to the benchmarking exercise.

SA2 - A clearly defined safety management function that is independent of line management. 2		
A Initiating	A safety management function has not yet been appointed to develop the SMS.	<input type="radio"/> A
B Planning/Initial Implementation	All of Initiating plus: A safety management function has been appointed to develop and maintain the SMS.	<input type="radio"/> B
C Implementing	All of Planning/Initial Implementation plus: The safety management function is independent of line management and develops and maintains an effective SMS. The safety manager has access to the resources required for the proper development and maintenance of the SMS.	<input type="radio"/> C
D Managing & Measuring	All of Implementing plus: The highest organisational level recognises its role in the SMS and actively supports the development, implementation, maintenance, and promotion of the SMS throughout the organisation (including support departments).	<input type="radio"/> D
E Continuous Improvement	All of Managing & Measuring plus: There is clear evidence that the highest organisational level plays a pro-active role in the continuous improvement of the SMS.	<input type="radio"/> E
Justification - Why have you chosen this category? What is preventing you from selecting the next higher?		
Evidence - Please provide references to supporting documentation e.g., Sections of the SMS, Procedures, Policies etc.		

Figure 1: Extract of 2015 Questionnaire: Safety Management Function

ii. Design Principles for the Change

The FSDWG, in concert with EUROCONTROL, developed a series of design principles for the revised questionnaire. These are presented in Appendix A. Application of these principles to the same extract of the questionnaire shown in Figure 1, is presented in Figure 2.

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3.2	A clearly defined safety management function/safety manager that is independent of line management.	Answer	Justification (for each objective, please provide justification for each question where you are claiming YES)	Evidence (please provide evidence for each "Yes" answer)	Comments (if applicable, describe any equivalent practices that meet the objective or what is preventing you from claiming a higher maturity level)
A: Informal Arrangements	A safety management function within your organisation has not yet been formed to develop your SMS.				
B: Defined	Does your organisation have a safety management function or safety management position responsible for developing and maintaining your SMS?	<input checked="" type="radio"/> Yes <input type="radio"/> No			
C: Managed	Is the safety management function (or safety management position) independent of operational line management?	<input checked="" type="radio"/> Yes <input type="radio"/> No			
D: Assured	Does the safety management function (or safety management position) have the authority to develop and maintain an effective SMS?	<input checked="" type="radio"/> Yes <input type="radio"/> No			
E: Optimised	Does the safety management function (or safety management position) have access to the resources required for the proper development and maintenance of the SMS?	<input checked="" type="radio"/> Yes <input type="radio"/> No			
	Does your leadership, at the highest level, recognise its role in the SMS and actively support its development, implementation, maintenance and promotion throughout the organisation (including support departments)?	<input checked="" type="radio"/> Yes <input type="radio"/> No			
	Does your organisation adopt international standards for safety management for this objective? Can you provide evidence that other organisations are following your approach?	<input checked="" type="radio"/> Yes <input checked="" type="radio"/> No			

Figure 2: Extract of 2016 Questionnaire: Safety Management Function

The key principles were:

- The questions must address the key requirements embedded at each maturity level for each objective.
- Questions should be presented in the positive and in plain English.
- Evidence must be provided for each question to which the ANSP responded "yes".
- An ANSP's maturity level will be that at which it can answer "yes" to all questions.
- Each positive response requires justification, (explaining why the evidence provided meets the requirement).

The revised questionnaire:

- Was longer and more detailed than the previous version.
- Was easier but more time-consuming to analyse.
- Aimed to deliver a more accurate finding in relation to each ANSP's SMS maturity.

iii. Feedback received on the questionnaire and impact on response rate

Initial feedback on the completion and assessment of the questionnaire received by EUROCONTROL shows:

- Filling in the questionnaire took longer, as it was the first time using the new format and all survey answers had to be completed from scratch. In future years, the survey should not be so onerous. As expected, the length of time improved the quality of the information provided by the ANSPs.

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Comment [AMB1]: I would recommend "defining each maturity level for each objective" rather than "embedded at," which doesn't quite describe the relationship between the requirements and the Level.

Comment [AMB2]: The Appendix A list doesn't include this section, and it's confusing the meaning of this sentence. I recommend deleting it.

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Comment [AMB3]: Does this mean to say that the fact that the survey took longer improved the quality of responses? If yes, I recommend "the additional time required" here. If it means to say that the fact that they were *given* more time produced the better responses, I would recommend "the additional time allotted" in place of this text.

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