



Air Traffic Control Client Case Study

AIRWAYS

2021-2023

CLIENT PROFILE

Airways is New Zealand's air navigation service provider, responsible for managing one of the largest airspaces in the world. From 19 control towers, two operating centres and technical bases across the country, they deliver modern, reliable air traffic management services and maintain the infrastructure that supports the safe and efficient movement of aircraft.

Between 2021 and 2023, Airways and Presage Group Inc. (Presage) collaborated on **a three-year independent review of safety culture** at Airways.



The work by Presage has supported meaningful and enduring change to the safety culture at Airways [...] It was worth the collective effort to enable a positive, enduring change to our safety culture.

”

- Kim Nichols, General Manager of Safety and Assurance



OVERALL GOAL

To optimize the safety culture at Airways by assessing training processes, SOPs, and policies, and making recommendations where appropriate within the SMS framework.



METHODS

A customized safety culture scientific study was designed for Airways. First, focus groups were held in order to consult various groups of interest. The qualitative information derived from these focus group interviews was then used to inform the content of an online questionnaire, highlighting areas of concern. Analyses focused on leveraging Presage’s IP on situational awareness and risk management, James Reasons Safety Culture Scores, and an overall evaluation of the organizational culture and engagement at Airways.

Phase 1	Conduct initial focus groups to inform content of questionnaire
Phase 2	Develop and deploy safety culture questionnaire
Phase 3	Analysis of the data and preliminary recommendations
Phase 4	Operationalize recommendations with working groups
Phase 5	Review and implement plan for recommendations
Phase 6	Follow-up progress questionnaire

KEY FOCUS AREAS



Optimize
Safety Lead
Mindset



Subject Matter
Expertise (SME)
Involvement



Enhancing
the Corporate
Safety Net



AIRWAYS

RESULTS

Multiple recommendations were co-developed and operationalized during the working group stage (Phase 4). The delivery of these recommendations in addition to overall impressions of change in the safety culture of the organization were assessed via a post-test questionnaire conducted in 2023 (Phase 6).

Overall, results demonstrated improvements across the board, from James Reasons' Culture Scores, to safety consciousness and decision making, to more internal components like visibility of safety leadership and improved processes and procedures. Employees reported seeing a positive change in the safety culture at Airways.

OBSERVED IMPROVEMENTS:



CLIENT TESTIMONIAL

“ Airways engaged Presage to undertake a three-year independent review of safety culture at Airways. [Between 2021 and 2023], Presage conducted and analysed the results of two comprehensive surveys as well as supporting three employee-led working groups. [...] The working groups identified a number of areas for improvement and the majority of these recommendations were implemented.

- Kim Nichols, General Manager of Safety and Assurance