



now we're
talking!

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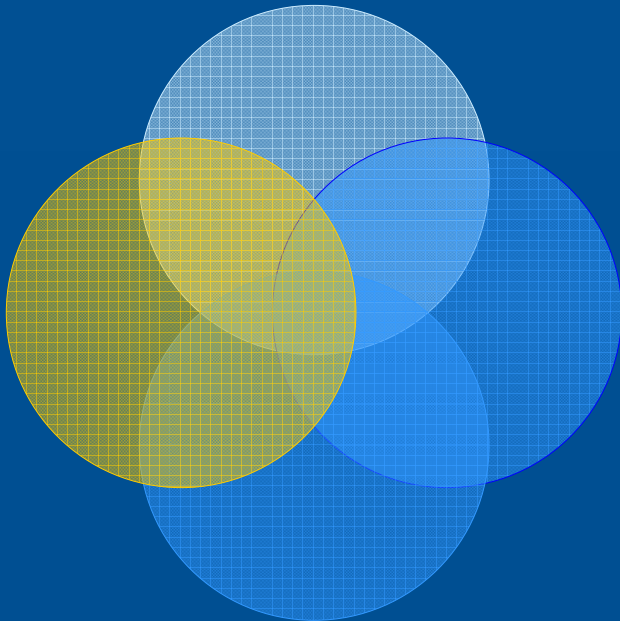
Our Pillars



Safety

People

Customer Service



Cost



How to Communicate Risk?

Well...“It’s a Risky Business”



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Some of the main drivers...



- ❑ Need to elicit participation, find creative solutions, create or change a culture, build confidence and momentum
- ❑ Need to identify, evaluate, and control risk
- ❑ Maintain confidentiality, where needed, to maintain system integrity
- ❑ Concerns about “Social Amplification of Risk”
- ❑ The “criminalization” of safety-related data
- ❑ Who needs to know what ?



Communicate to....?



- Internal
 - Employees
 - Management
 - Senior Management
 - Executive committees
 - Board(s)
- External
 - OEMS, other operators
 - National Aviation Authorities
 - International bodies
 - Other institutions and/or Organizations



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Setting the stage



- ❑ The need to communicate must be balanced with the need to know, both internally and externally
- ❑ The Management Control System (MCS) must provide for timely, effective, and focused transmission of relevant information and mitigations to all levels
- ❑ Ideally, trust is key, if we are looking to escalate our collective operational risk management performance (employees, operators, regulators)



The Balanced Approach



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Measuring...and understanding before you communicate

- ❑ The customer - Confidence interval
- ❑ The risk profile - Details in each sector
- ❑ Benchmarking - Internally and externally
- ❑ The financials - Operating, avoidance, allocations etc..
- ❑ Corporate Objectives - Alignment



Internal Communications



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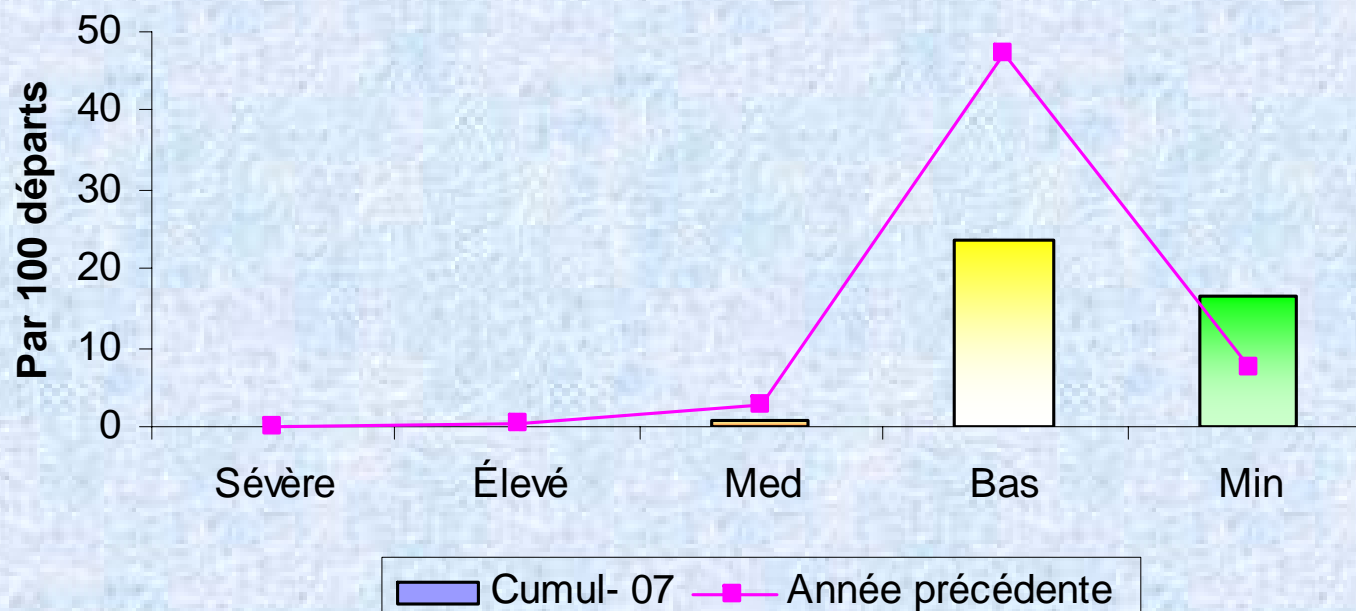
- ❑ Through the MCS, it is now in the culture to expect to hear about our risk management activity
- ❑ Key is not only the measurement of accidents, incidents, significant events or audit observations / findings, but also how the system is performing (ex.: How many, how often and what type of quality is contained in the reports)
- ❑ Recall that even if you have sophisticated systems like Flight Data Monitoring; without human input, you may be wasting precious resources if your communication system fails

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An example...



Distribution du risque 2006 VS 2007





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In conclusion



- ❑ The communication regarding risk may be a complex issue
- ❑ Its communication should be treated with care
- ❑ The regulators have an important role in striking a just balance between the promotion of safety and the need to ease up social trauma when things go wrong
- ❑ Trust plays a big role in the sharing of information
- ❑ Creative application of efforts depends on our ability to effectively communicate