Hazard Identification and the Flight Attendant/Flight Technician

Thursday, June 23, 2016 (11:00 a.m. – 12:00 p.m.)

PRESENTED BY:
Jim Cannon
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Let’s take a flight together this morning

Our destination is a greater appreciation of the factors that make your workplace a safer environment

We will discuss hazards, safety, SMS, and safety culture

My goal is for you to better understand how these factors and systems will ensure that you return home safe and sound following each trip
Thank You to those who agreed to be interviewed!

Penny Stockdale, Pat Cunningham, Susan Friedenberg, Martin Hamilton, Louisa Fisher, Debbi Laux, Paula Kraft, Elaine Lapotosky, Pat Bennett, Dr. Paulo Alvez, and Brian Marshall
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Hazard

The International Civil Aviation Organization defines the term hazard as a “condition or object with the potential of causing injuries to personnel, damage to equipment or structures, loss of material, or reduction of ability to perform a prescribed function.”
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Hazards are the foundational grist of risk management. They provide the clues that allow the risk management process to function properly. When discovered, hazards need to be reported.
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Examples

Ø The hangar ice machine does not have a schedule for periodic cleaning and the ice scoop is typically stowed on top of the ice when not in use.

Ø During recurrent training, the training center does not require the crew execute formal missed approach procedures for a given approach in order to enhance crew resource management.
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Examples

Ø Catering delivered to the aircraft during an intermediate stopover by the FBO lavatory service cart driver.

Ø The department scheduler might realize that due to the increase in international flights, the dispatch checklist for passengers traveling to new destinations must include new items.
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Examples

Ø A crew member notices that the line service personnel at a frequent destination are not utilizing wing walkers when moving aircraft within a crowded ramp complex.

Ø The FBO should have a formal procedure for proper cleaning, storage, and handling of dishes, silverware, and food containers.
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Safety

ICAO Doc 9859, Safety Management Manual, defines safety as “the state in which the possibility of harm to persons or property damage is reduced to, and maintained at or below, an acceptable level through a continuing process of hazard identification and risk management.”
IS-BAO

- Established 2002
- Developed by IBAC
- Promote global business aviation standardization and harmonization
- Verification of quality flight operations using – ICAO standards and recommended practices
- Industry best practices
IS-BAO Components

- Safety Management System
- Organization and Personnel
- Training and Proficiency
- Flight Operations
- International Operations
- Aircraft Equipment Requirements
- Aircraft Maintenance Requirements
IS-BAO Components

Ø Company Operations Manual
Ø Fatigue Management Program
Ø Environmental Management
Ø Occupational Health and Safety
Ø Dangerous Goods
Ø Security
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Ø Each of the elements of the IS-BAO should be important to each of you in the conduct and performance of your jobs.

Ø These standards developed and revised during the past 14 years are offered to not only increase the efficiency and effectiveness of you performance as a team, they are offered to decrease the risk associated with the operation of your company aircraft and the crews who work on and aboard them.
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Ø Identify and understand your biggest safety risks.

Ø Manage those risks to an acceptable level

Ø Make the right decisions and take the right actions to manage risk and improve your safety performance
This is Business Aviation

Ø You chose to be here
Ø Your team enhancement is critical
Ø You manage change
Ø You move targets of opportunity to excel
Ø You can be part of the problem or part of the solution
The Evolution of Safety

Ø Safety is a Journey not a Destination

Ø SMS is the latest Step on the Journey

Ø What will be the next Innovative Step?
The Evolution of SMS

Shewhart, Juran, & Deming (TQM)

Empowerment Through Ownership

Revitalized the Japanese Economy

Recognized in the USA in early 70’s

Quality in the Workers Hands
The Evolution of SMS

SMS Based Upon – Quality Management

Quality Assurance - a factor everywhere

Manufacturing
Healthcare
Aviation

James Reason

Human Error 1990
Managing the Risks of Organizational Accidents 1997
The Human Contribution 2008
The Evolution of SMS

Reactive
(Past)

Forensic Investigation of Accidents

Goal – Prevent Re-Occurrence of Last

Result – Learn from Mistakes
The Evolution of SMS

Proactive
(Present)

Began with Safety Programs

Investigate Internal Process

Effect Policy Change

2016 FLIGHT ATTENDANTS/FLIGHT TECHNICIANS CONFERENCE
The Evolution of SMS

Predictive
(Future)

Hazard Reporting

Data Analysis

Data Sharing
SMS – The Four Pillars

Ø Policies & Procedures

Ø Risk Management

Ø Safety Assurance

Ø Safety Promotion
SMS – The 12 Elements

Policy and Procedures

1. Management Commitment
2. Safety Accountabilities
3. Key Safety Personnel
4. Emergency Planning (Coordination of ERP)
5. SMS Documentation
6. Hazard Identification

7. Safety Risk Assessment and Risk Mitigation
SMS – The 12 Elements

Safety Assurance

8. Monitoring and Measuring Safety Performance

9. The Management of Organizational Change

10. Continuous SMS Improvement
SMS – The 12 Elements

Safety Promotion

11. Training and Education

12. Safety Communication
Culture

*Culture is the learned and shared assumptions, values, and beliefs that result in the behavior of an organization*

Ø The collective programming of the group

Ø “How we do things here”

Ø What is acceptable and what is not acceptable

Ø The driving force of the organization.
Levels of Culture

Ø National culture recognizes and identifies the national characteristics and value systems of individual nations.

Ø Professional culture identifies the behavior and characteristics of particular professional groups.

Ø Organizational culture identifies the behavior and values of a group.

Ø Sub-cultures include pilots, managers, flight technicians, accountants, schedulers, admin’s.
An organization's –

Ø Operating system
Ø Glue
Ø Lubricant
Ø Communications system
Ø Motivation
Ø Reference.
Why Culture?

We have –

Ø An organization with job descriptions
Ø An operations manual
Ø A maintenance manual
Ø A Safety Management System

Isn't this enough?
Cultural Factors

Ø Management’s actions and priorities
Ø Policies and procedures
Ø Communications style
Ø Safety planning and goals
Ø Actions in response to unsafe behaviors
Ø Employee training and motivation
Ø Employee involvement and buy-in.
Positive Influences

Ø Recognition of merit
Ø Individual initiative
Ø Risk management
Ø Adherence to policy and procedures
Ø Open communication
Ø …Or not!
Red Flags

Ø Tolerance of … poor communication, cutting corners, poor performance

Ø Acceptance of …. improper procedures, complacency, inefficiency

Ø *Lack of trust*

Ø Sacrificing safety to save money or time.

Ø Reactive versus proactive organizational tendencies.
Ever heard this?

Ø Nobody ever listens to me.

Ø Nobody really cares.

Ø Don’t rock the boat.

Ø That SOP “sucks”.

Ø It’s always been done that way around here.
How’s Your Culture?

Ø  Evaluate actions in terms of potential risk

Ø  Management walks the talk on SMS

Ø  Open safety communication prevails

Ø  No “blame game” regarding mishaps
How’s Your Culture?

Ø Staffing, equipment, experience, training are addressed in terms of associated risk factors

Ø Feedback regarding known deficiencies is freely disseminated

Ø Team members feel empowered to participate in the safety process
Cultural Goals

Generative Culture

Ø  Informed Culture
Ø  Learning Culture
Ø  Reporting Culture
Ø  Just Culture

Open – Communicating – Collaborative
Pat Cunningham
Director of Aviation, PepsiCo

- Chairman of the Board – NBAA – 2009 – 2011

- Certified Aviation Manager – CAM - 2003

- JD – Pace University Law School of Law – 2003

- MBA – Manhattan College – 1987

- BA – Manhattanville College - 1980
Thanks for a Great Trip