

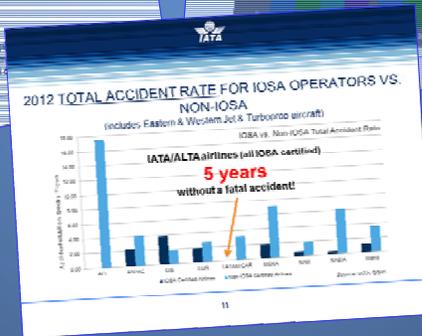


National
Transportation
Safety Board

Latin American Aviation: Creating a Future of Safety

Robert L. Sumwalt, III

LatAm: The Good News



Slides courtesy of
Gabriel Acosta

“Good can be Bad”

- With good safety performance, people/organizations can easily become complacent.
- Don’t ever believe that a lack of accidents means you are “safe.”
- To counter this complacency, there must be a leadership obsession with continuous improvement.

- Courtesy of Jim Schultz

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A Word of Caution:

NEVER EVER BELIEVE GOOD NEWS

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RASC-PA Focus Areas

Working Groups

- CFIT
- Loss of Control In-Flight
- Runway Excursions

Special Projects and Areas of Discussion

- Use of Standard ICAO Phraseology
- Bird Strike Risk Reduction
- Data Sharing
- Fatigue
- SMS
- Unstabilized Approaches

RASG-PA Initiatives & Accomplishments



Slides courtesy of Gabriel Acosta

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It appears you're on the right track.

“Even if you're on the right track, you'll get run over if you just sit there.”

- Will Rogers

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You May be Asking:

WHAT MORE CAN WE DO?

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Creating Future of Safety

**“The best way to predict the
future is to create it.”**

- Peter Drucker

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Creating a Future of Safety Culture:

SAFETY CULTURE

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Safety Culture

“Safety culture is the core values and behaviors resulting from a collective commitment by leaders and individuals to emphasize safety over competing goals to ensure protection of people and the environment.”

Source: U.S. Nuclear Regulatory Commission

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Safety Culture



Doing the right things, even when no one is watching.

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Do you have a good safety culture?

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Do you have a good safety culture?

- “... it is worth pointing out that if you are convinced that your organization has a good safety culture, you are almost certainly mistaken.”
- “... a safety culture is something that is striven for but rarely attained...”
- “... the process is more important than the product.”
 - James Reason, “Managing the Risks of Organizational Accidents.”

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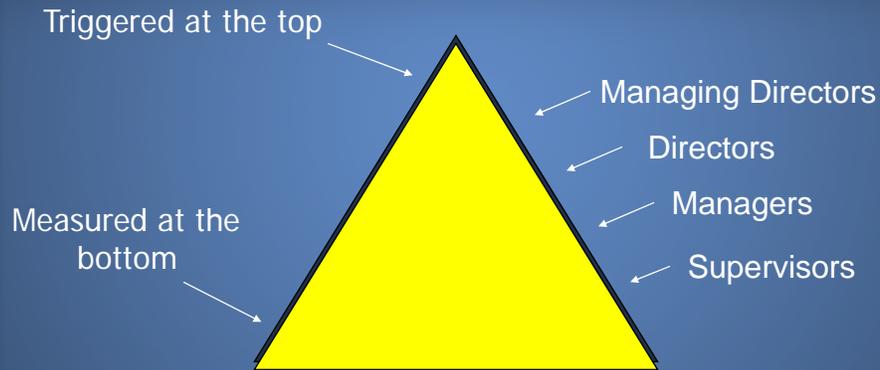
Roadmap to Safety Culture

-  1. Demonstrate Management Commitment
2. Ensure Standardization and SOP Compliance
3. Promote Open Communications and Reporting
4. Cultivate Just Culture

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Safety Culture is:



Safety culture starts at the top of the organization and permeates the entire organization.

How leaders influence safety

“The safety behaviors and attitudes of individuals are influenced by their perceptions and expectations about safety in their work environment, and they pattern their safety behaviors to meet demonstrated priorities of organizational leaders, regardless of stated policies.”

- D. Zohar, as cited in NTSB accident report

Roadmap to Safety Culture

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- ➔ 2. Ensure Standardization and SOP Compliance
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USAir 1016
July 2, 1994
Charlotte, North Carolina
37 fatalities



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SOPs are Critical

- The NTSB has found problems with SOPs as a consistent theme with many aircraft accidents.
 - Organizations lack adequate SOPs standards
 - Organizations don't adhere to their SOPs
 - Flight crew intentionally disregard SOPs

Lautman-Gallimore Study

- Found that having a strong commitment to standardization and discipline were among the “key elements of safe operations” observed in a Boeing study.
- “Cockpit procedural language is tightly controlled to maintain consistency and to avoid confusion from non-standard callouts Callouts and responses are done verbatim.”

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WHY SOPS ARE CRITICAL

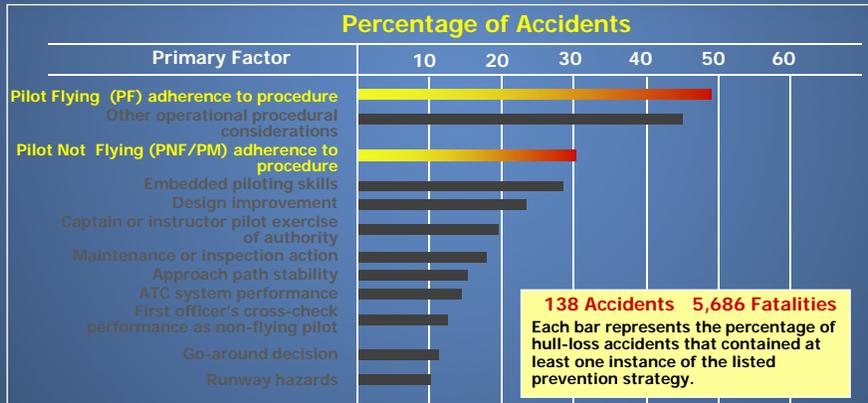
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Accident Prevention Strategies

Source: Boeing study of accident prevention strategies

Hull-loss Accidents over 10 Year Period



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Things to think about

- Do you have clearly defined, well thought-out SOPs?
- If so, do you insist on rigorous adherence to those procedures?
- How do you measure adherence?
- Do you reward the right kinds of behavior?



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Intentional non-compliance



What is the attitude here?

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Intentional non-compliance leads to other problems

- LOSA data revealed that, compared to crews who followed SOPs, crewmembers who intentionally deviated from procedures:
 - averaged making 3 times more errors
 - mismanaged more errors
 - found themselves in more undesired aircraft situations

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Pinnacle Airlines



- Jefferson City, MO
- October 14, 2004
- Bombardier Regional Jet
- Repositioning flight
- Both flight crewmembers killed

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What the investigation discovered

- Intentional activation of stall warning
- Swapping crew seats
- Rudder mishandling
- Climb to FL 410
 - “have a little fun”
- Automation mismanagement
- Airspeed loss, stall, loss of control, double engine failure
- Did not maintain proper speed for engine failure
- Did not fully disclose real problem with ATC

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Why was the crew at 41,000?

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Did the airline ...

- Did the airline know about “410 Club?”
- How did airline monitor adherence to SOPs?
- Did they have a FOQA program?
- Did they have an ASAP program?
- Did they have a Safety hotline?

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Keeping Fingers on the Pulse

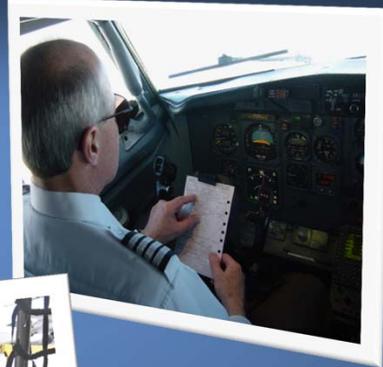
- How do you detect and correct performance deficiencies before an accident?
- How do you keep your finger on the pulse of your operations?
- Do you have multiple data sources?



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Employees



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Are employees comfortable reporting?

- Employees are open to report safety problems, if they receive assurances that:
 - The information will be acted upon
 - Data are kept confidential or de-identified
 - They will not be punished or ridiculed for reporting
 - Non-reprisal policy signed by CEO

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Non Reprisal Policy
December 2005

SCANA Aviation Department is committed to the safest flight operation possible. Therefore, it is imperative that we have uninhibited good faith reporting of any hazard, occurrence or other information that in any way could enhance the safety and efficiency of our operations. It is each employee's responsibility to communicate any information that may affect the integrity of flight safety.

We will not use this reporting system to initiate disciplinary proceedings against an employee who discloses in good faith a hazard or occurrence involving safety when the conduct is inadvertent, unintentional or not deliberate.

To promote a timely, uninhibited flow of information, this communication must be free of reprisal. SCANA will not use this reporting system to initiate disciplinary proceedings against an employee who discloses in good faith a hazard or occurrence involving flight safety which is the result of conduct which is inadvertent, unintentional or not deliberate.

We urge all employees to use this program to help this Department be a leader in providing our passengers and our employees with the highest level of flight safety.

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William B. Timmerman
Chief Executive Officer

Robert L. Sunwalt, III
Manager – Aviation



Roadmap to Safety Culture

1. Demonstrate Management Commitment
2. Ensure Standardization and SOP Compliance
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Just Culture

- Employees realize they will be treated fairly
 - Not all errors and unsafe acts will be punished (if the error was unintentional)
 - Those who act recklessly or take deliberate and unjustifiable risks will be punished

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Just Culture

“An atmosphere of trust in which people are encouraged, even rewarded, for providing essential safety-related information, but in which they are also clear about where the line must be drawn between acceptable and unacceptable behavior.”

- James Reason, Ph.D.

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Roadmap to Safety Culture

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Ensuring Safety

“The best way to predict the future is to create it.”

- Peter Drucker

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