Robert Sumwalt

Are your customers getting what they expect?

2016 Jack Henry Safety Day

Thomson, GA
February 20, 2013

Accident aircraft prior to N-number change to N777VG.

1993
Imagery Date: 1/29/2015 33°31'35.58" N 82°30'06.95" W elev 490 ft eye alt 8059 ft
Google earth

NTSB

28
1993
Google earth
Imagery Date: 1/29/2015 33°31'41.29" N 82°30'08.01" W

NTSB

Left wing at edge of tree line

- Pilot did not refer to, or comply with, Abnormal Procedure.
- With anti-skid failure, the required landing distance exceed the available runway length at Thomson.

Probable Cause

“The pilot's failure to follow airplane flight manual procedures for an antiskid failure in flight and his failure to immediately retract the lift dump after he elected to attempt a go-around on the runway.”

“Contributing to the accident were the pilot's lack of systems knowledge and his fatigue due to acute sleep loss and his ineffective use of time between flights to obtain sleep.”

Pilot activities

Night before trip		
	Went to bed	2100
Day of trip		
	Woke up	0200
	Departed home	0230
	Arrived airport	0330
	Departed for Nashville	0406
	Arrived Nashville	0459*
	Lunch	1500 – 1630*
	Passengers arrived	1918*
	Takeoff Nashville	1927*
	Crash at Thomson, GA	2005

* Times converted to EST

NTSB

Pilot activities

Night before trip		
	Went to bed	2100
	5 hours	
Day of trip		
	Woke up	0200
	Departed home	0230
	Arrived airport	0330
	Departed for Nashville	0406
	Arrived Nashville	0459*
	Lunch **14 hours**	1500 – 1630*
	Passengers arrived	1918*
	Takeoff Nashville	1927*
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NTSB

Time	Cell phone activity
0808	Phone call - outgoing
0813	Phone call - outgoing
0902	Phone call - outgoing
1002	Text message - outgoing
1005	Text message - outgoing
1016	Text message - outgoing
1121	Text message - outgoing
1138	Phone call - outgoing
1234	Phone call - outgoing
1251	Phone call - outgoing
1300	Phone call - outgoing
1315	Phone call - outgoing
1317	Phone call - outgoing
1324	Phone call - outgoing
1330	Phone call - outgoing
1332	Phone call - outgoing
1404	Text message - outgoing
1432	Phone call - outgoing
1501	Phone call - outgoing
1503	Phone call - outgoing
1642	Phone call - outgoing

1 Incoming call

2 Incoming calls

2 Incoming calls

2 Incoming calls

2 Incoming calls

1 Incoming call

1 Incoming call

NTSB

Are your customers getting what they expect?

Different Expectations

- There is sometimes a “disconnect” between the expectations of the “customer” and what they are actually getting.

What do your customers want?

- **World class**
  - Top 3 - 5 percent of the industry
  - Organization thrives in seeking to be the very best
- **Best practices**
  - Adopts and implements procedures above and beyond regulatory requirements
- **Basic regulatory compliance**
  - Meets spirit of regulations, but no higher
- **Sub-standard performance**
  - non-adherence to regulations, cutting corners are the norm

Adopted from Pete Agur

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What is the attitude of your business aviation operation?

Is this what the customer expected?

Manteo, NC
October 1, 2010

"The pilot told NTSB investigators that the company advised him that they had no immediate need for an airplane and they did not intend to buy a replacement."

Is this what the customer expected?

"When asked about the flight department's standard operating procedures (SOPs), the chief pilot advised that they did not have any…"

"… the flight department had started out as just one pilot and one airplane, and that they now had five pilots and two airplanes…"

Is this what the customer expected?

- ½ mile from displaced threshold = 194 kts GS
- 2150 FPM
- GPWS warnings
- Touched down with appx. 2970’ remaining

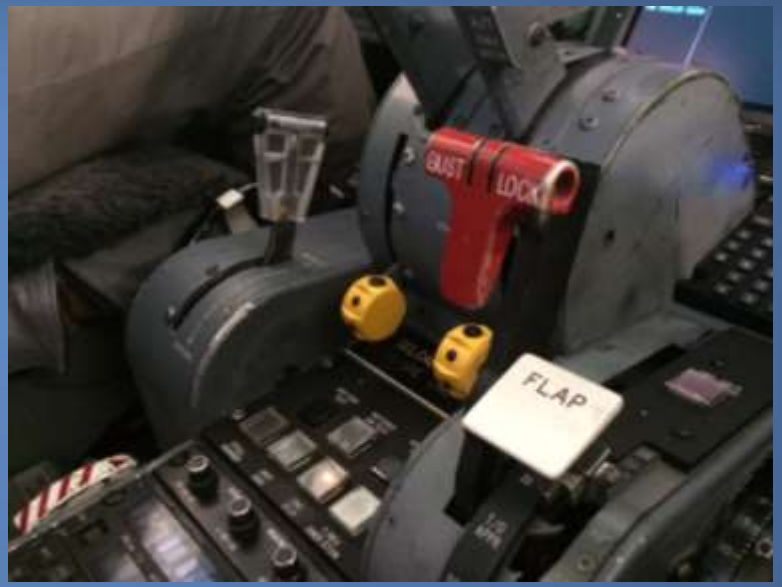
“Contributing to the accident: … flight crew's poor crew resource management and lack of professionalism.”

Is this what the customer expected?

NTSB

NTSB Investigation Found

- The flight crew failed to disengage the gust lock.
- No complete flight control check for 173 of the past 175 flights.



- None of the five manufacturer specified-checklists were verbalized on the accident flight.

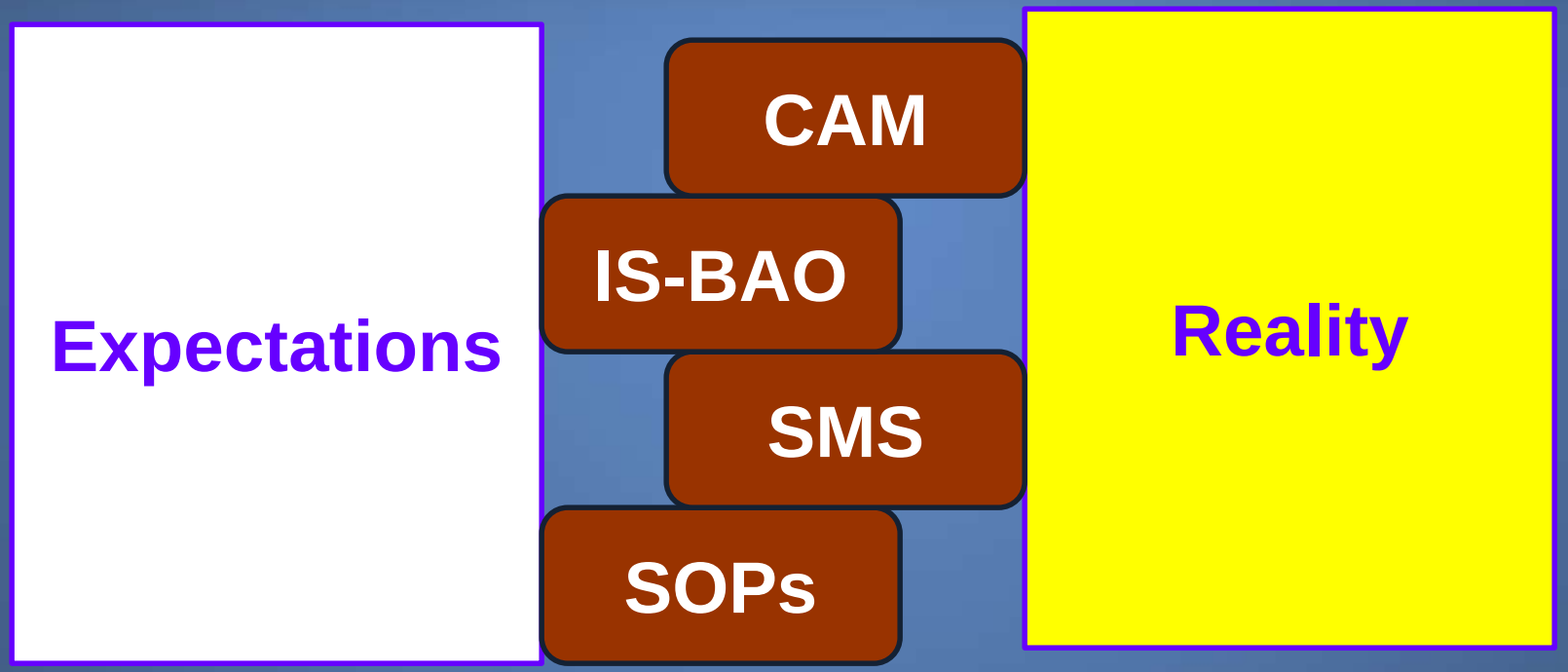
Is this what the customer expected?

- The NTSB determines that the probable cause of this accident was the flight crewmembers' failure to perform the flight control check before takeoff…
- Contributing to the accident were the flight crew's habitual noncompliance with checklists …

What do customers expect and want?

- Flexibility
- Convenience
- Privacy
- Prestige
- Safety – is safety assumed??

Closing the Expectation Gap



Positive Audit Comments

- “The SMS of this operator is well-developed”
- “Best practices are consistently employed in all facets of the program”
- “Continuous SMS improvement is actively pursued”
- “The Flight Ops Manual is remarkably well-written and comprehensive”
- “Safety culture within the department is shared among all team members”
- “Open reporting of hazards is consistently encouraged by management”
- “Solid safety program, maturing nicely”

“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

Aviation Professionals:

- Make safety a core value
- Insist on standardization and compliance with procedures.

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- Is safety the top priority of your organization?

- Don’t make it a priority – make it a core value.

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- Insist on standardization and compliance with procedures.

Professionals Seek a Culture of Compliance

- Internal company policies, procedures, rules
- Ethical principles
- Company code of conduct
- Federal, state, and local laws and ordinances
- Industry best practices
- Financial guidelines and principles
- Etc.

A commitment to doing things right. Always.

Professionals Avoid Selective Compliance

- "That is a stupid rule."
- "I don't have to comply with that one."

Professionals Avoid "Normalization of Deviance"

- Normalization of Deviance: When not following procedures and taking "short cuts" and becomes an accepted practice.

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Professionals Constantly Fight Complacency

com·pla·cen·cy

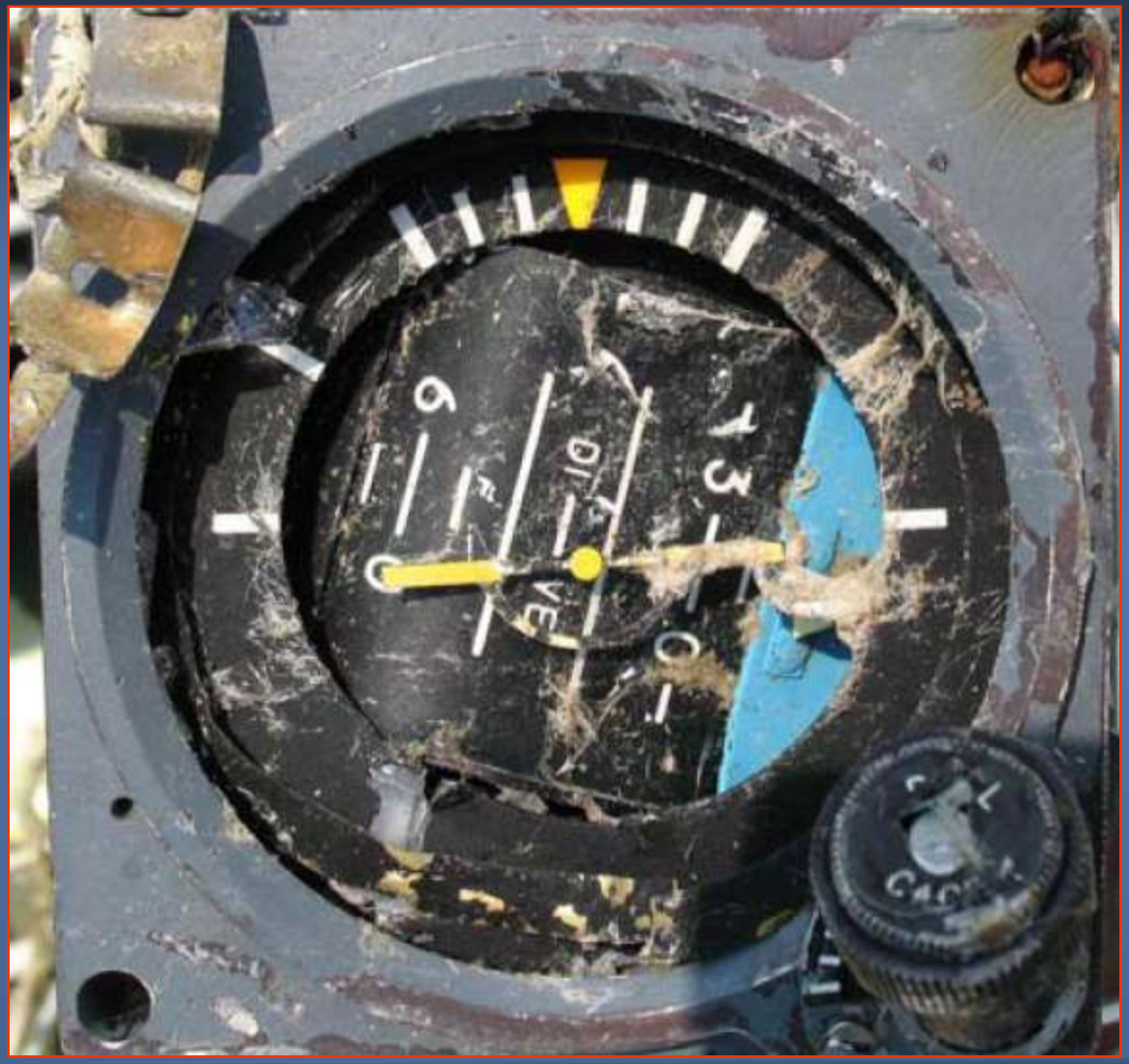
/kəmˈplāsənsē/

noun

a feeling of smug or uncritical satisfaction with oneself or one's achievements.
"the figures are better, but there are no grounds for complacency"
synonyms: smugness, self-satisfaction, self-congratulation, self-regard; gloating, triumph, pride; satisfaction, contentment
"the complacency he felt as a math student was abruptly shaken when he took his first calculus exam"

In Summary

- The people that pay for your services are expecting and counting on a professionally-managed operation.
- What are they getting?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12
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National Transportation Safety Board