

# Are your customers getting what they expect?

Mid-Atlantic Safety Standdown



# 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...”

09 14 2007

# 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?



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# 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 ...**





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“As perplexing as it is that a highly experienced crew could attempt a takeoff with the gust lock engaged, it is equally disturbing that the data highlights a lack of professional discipline among some crews in not accomplishing manufacturer-directed checklists – particularly safety-of-flight critical items.”

Business Aviation Compliance With Manufacturer Requirements  
Flight-Control Checks Before Takeoff  
In its report on the investigation of the accident at G. Y. Vance Inc. operations in Baddeck, MA, the HTSB recommended that NBAA work with aviation insurance groups to analyze the extent to which noncompliance with manufacturer-directed routine flight-control checks before takeoff exists. This NBAA report provides the results of this analysis to members.



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**“... complacency and lack of procedural discipline have no place in our profession.”**

### NBAA REPORT

Business Aviation Compliance With Manufacturer-Required Flight-Control Checks Before Takeoff

In its first report on the May 31, 2014, Gulfstream G-IV accident at Laurence G. Hanscom Field in Bedford, MA, the NTSB recommended that NBAA work with existing business aviation flight operational quality assurance groups to analyze the extent to which noncompliance with manufacturer-required routine flight-control checks before takeoff exists. This NBAA report provides the results of this analysis to members.



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# 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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# 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.”



# 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

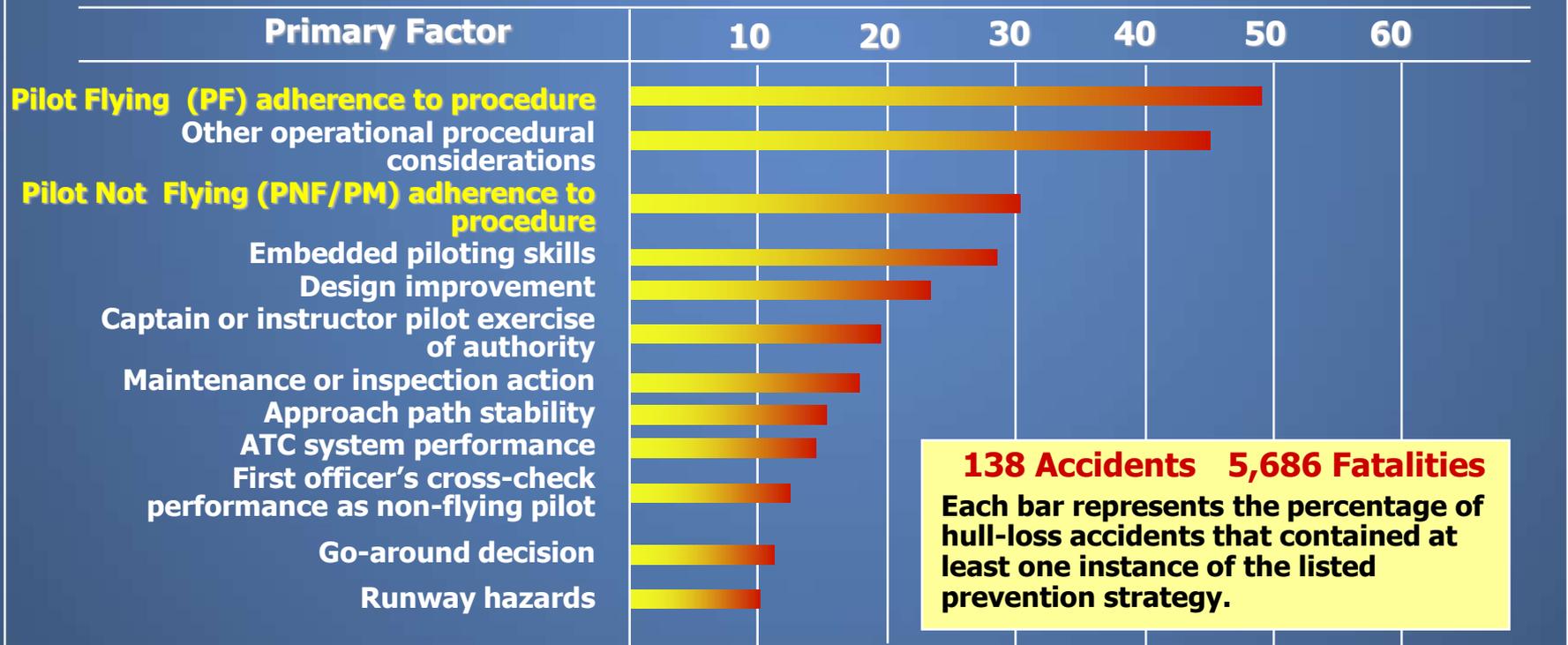


# Accident Prevention Strategies

Source: Boeing study of accident prevention strategies

## Hull-loss Accidents over 10 Year Period

### Percentage of Accidents

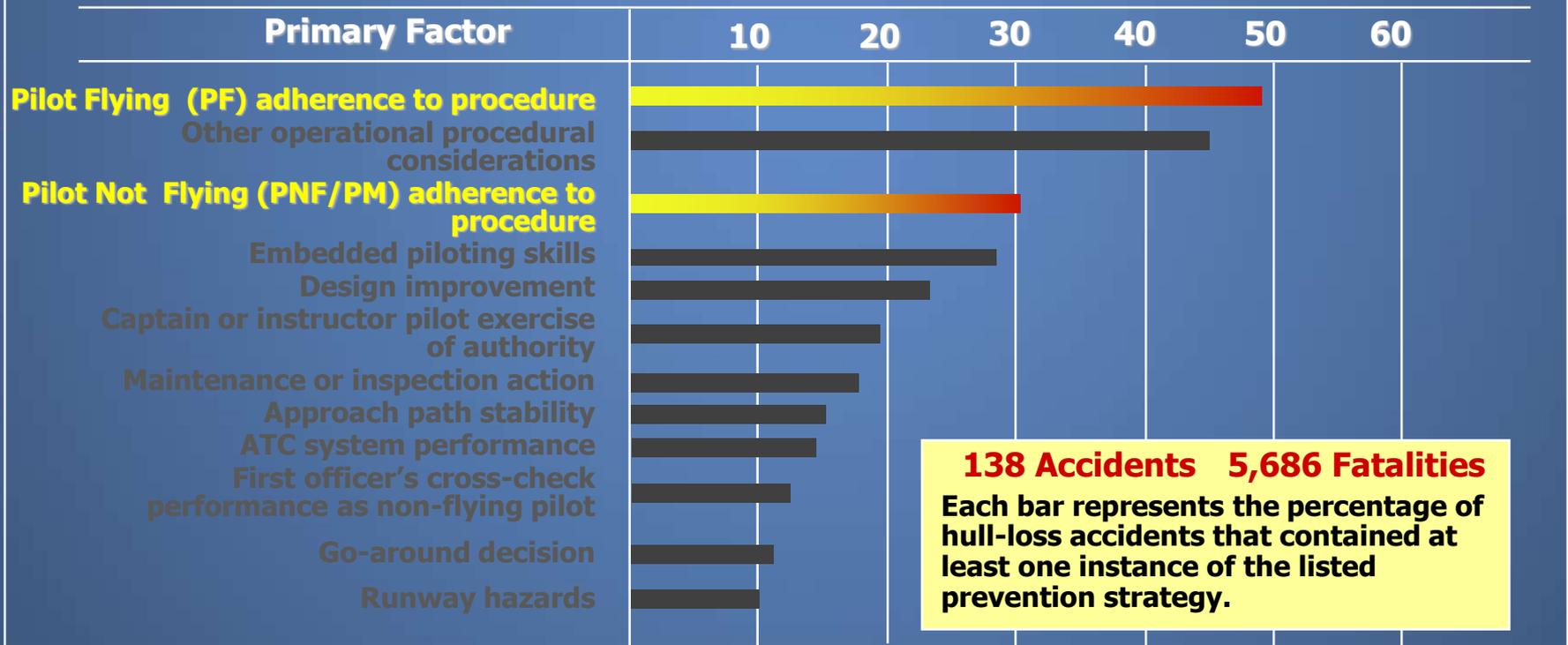


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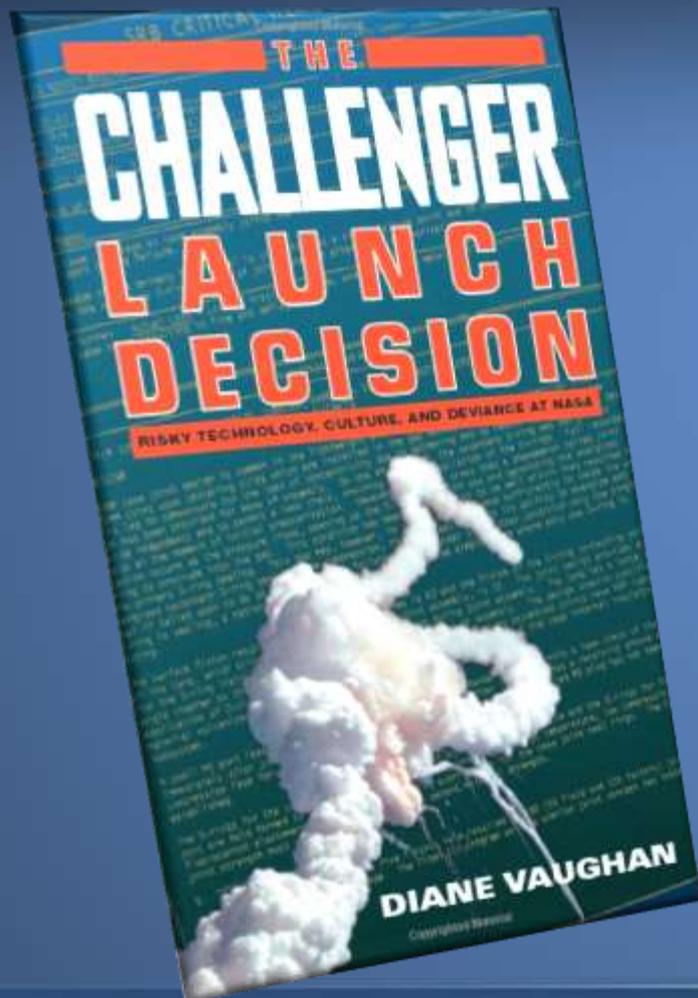
Source: Boeing study of accident prevention strategies

## Hull-loss Accidents over 10 Year Period

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# Professionals Avoid “Normalization of Deviance”

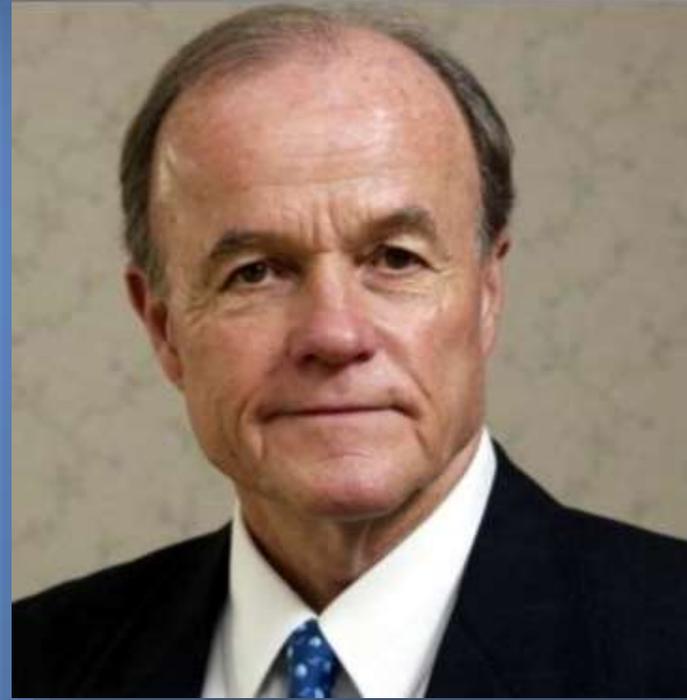


- Normalization of Deviance: When not following procedures and taking “short cuts” and becomes an accepted practice.



# Change the paradigm

“Normalization of  
excellence”



Captain Al Gorthy, USN (ret.)

# 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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# National Transportation Safety Board