National Transportation Safety Board

Safety Standdown Workshop

Robert L. Sumwalt

With Pat Daily*

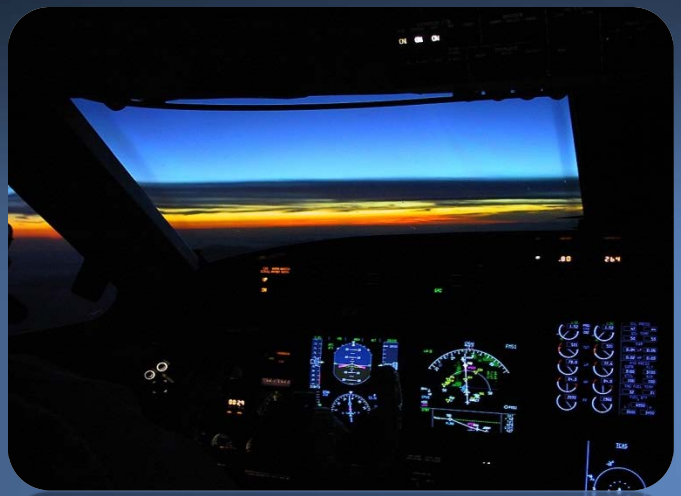
* Pat's slides are not included with this slide deck

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."

An Impressive Operation



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Full Time Flight Crew

- Chief Pilot
  - Employed by operator for 27 years
  - Over 18,000 flight hours
  - 2,800 hours in G-IV
- Pilot 2
  - Employed by operator for 12 years
  - Over 11,000 flight hours
  - 1,400 in G-IV
- Flight attendant
  - Employed by operator for 16 years
- Crew flies together almost exclusively.
  - Rarely use contract pilots or flight attendant

Impeccable Maintenance

- Maintenance on the aircraft was “impeccable.”
- Director maintenance was “meticulous about the airplane”

High Training Standards

- Flight crew, including flight attendant, trained at FlightSafety.

Going above Minimum Standards

- The company – pursuing IS-BAO Stage 3 registration.

Positive IS-BAO 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 FOM 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”

An Impressive Operation

- Full time crew
- Impeccable maintenance
- High training standards
- Going above minimum standards
- Positive IS-BAO audit comments

“You can fool the auditors, but never fool yourself.”

- John Fenton

And, fool the auditors, they did…

- Habitual noncompliance with checklists
  - Checklists simply not done
- Only 2 full flight control checks in the last 175 flights

Gulfstream G-IV Crash
Bedford, MA
May 31, 2014
7 Fatalities

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And, perhaps they even fooled themselves …

“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

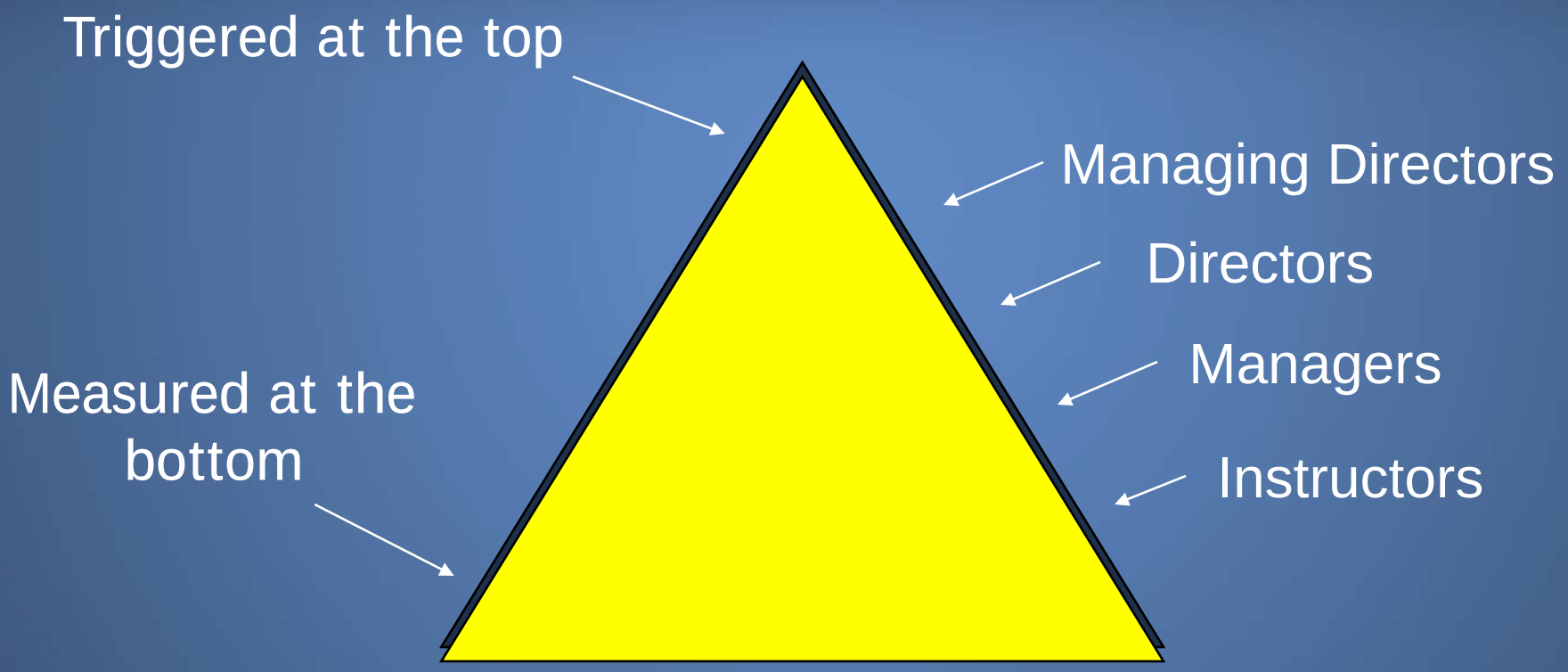
ENGINEERING A SAFETY CULTURE

Safety Culture is:

"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

Safety Culture is:



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

Robert's and Pat's 1st Law of Safety Culture Promotion:

LEADERS MUST WALK THE TALK - ALWAYS

“Leadership is about influence. Nothing more. Nothing less.”

- John Maxwell

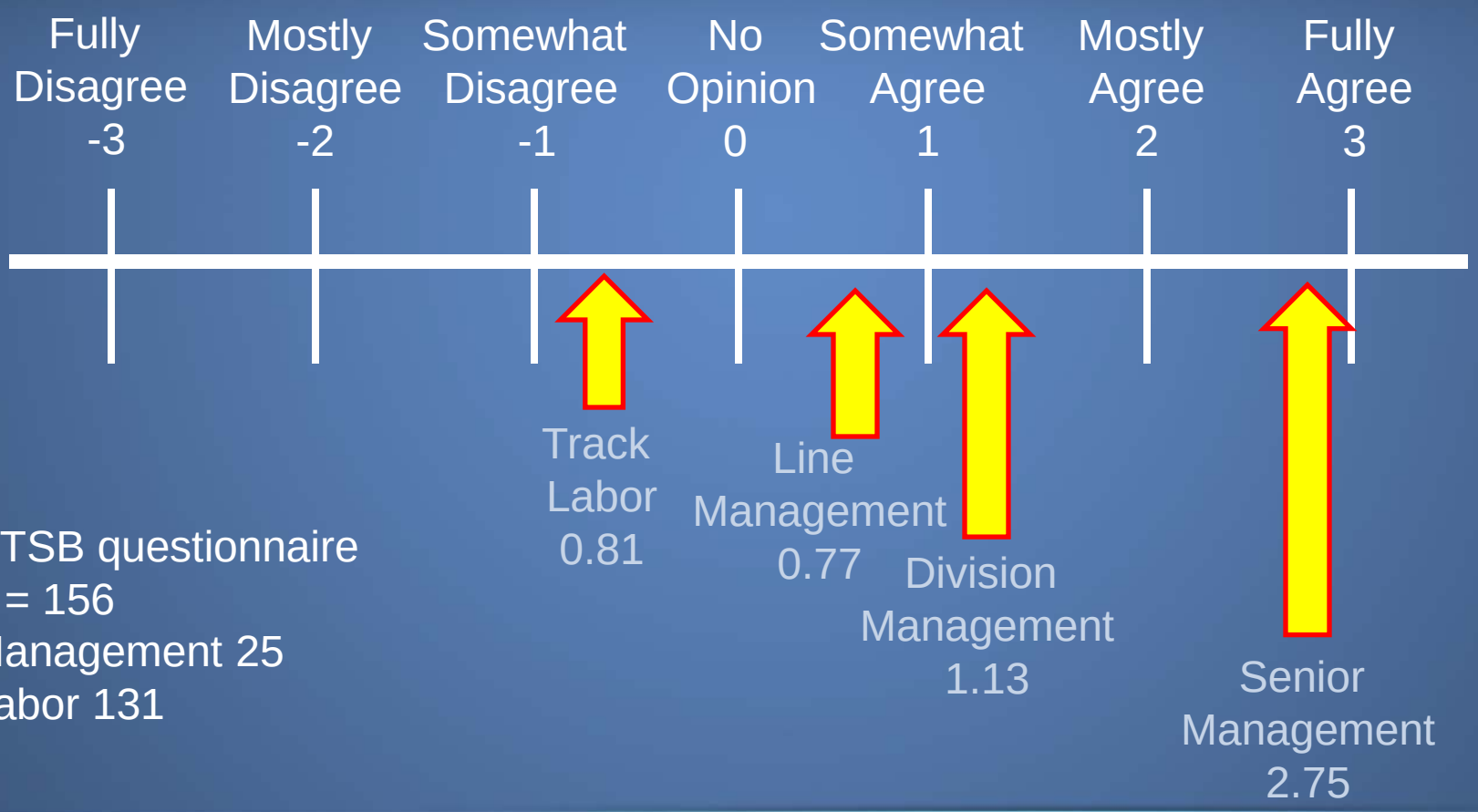
How leaders influence safety

"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."

- Dov Zohar, as cited in NTSB accident report

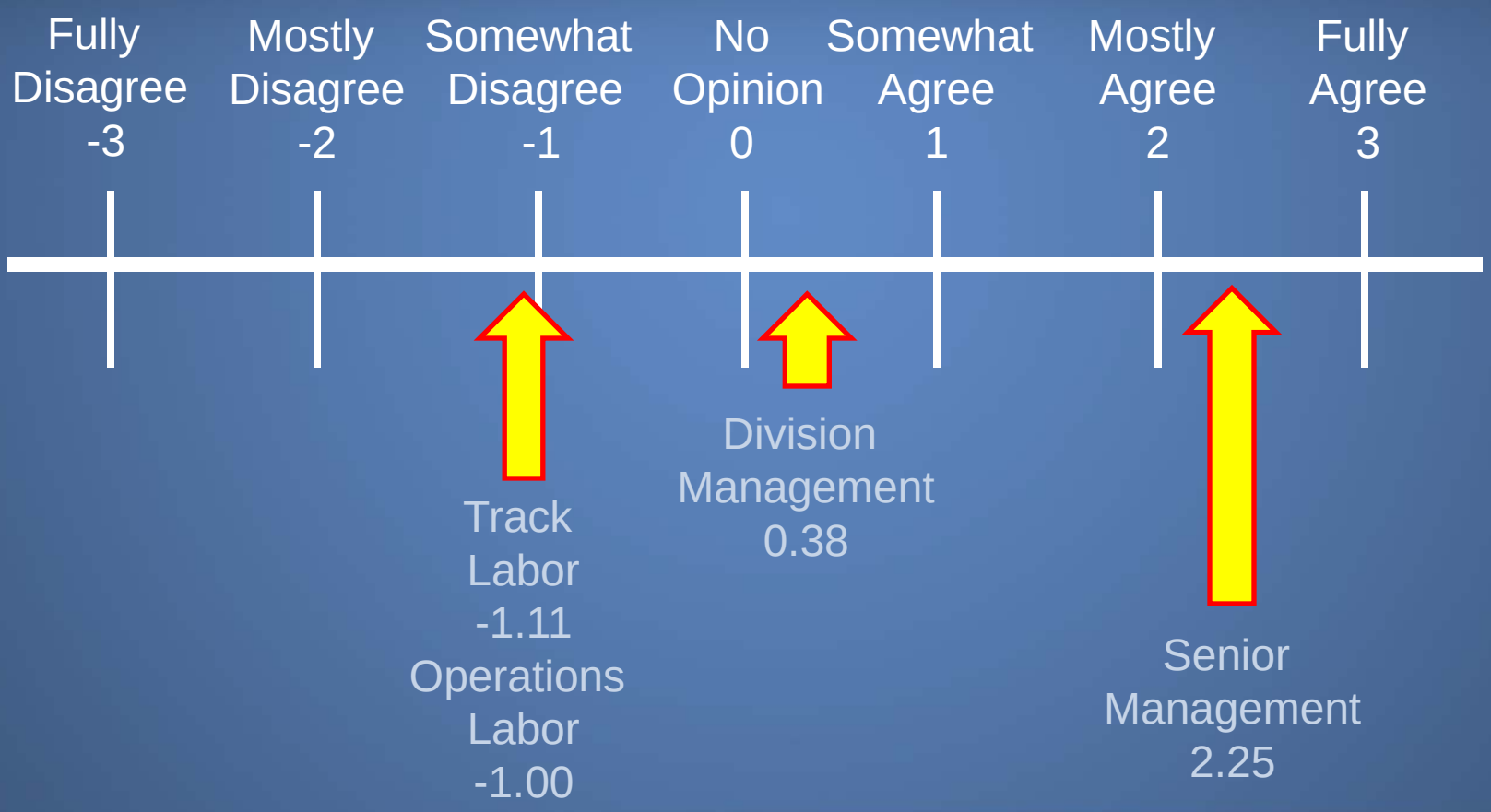
Metro-North Railroad

Metro North management is committed to workplace safety and participates regularly in safety events.



NTSB questionnaire
n = 156
Management 25
Labor 131

Management does not pressure staff to maintain service or operations, potentially at cost of safety.



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Employee Comments

- “Sometimes I feel safety is priority one as long as it's convenient.”
- “Metro-North pays lip service to safety. On time performance & budgets take precedence over safety.”
- “The railroad only cares about the on time performance.”
- “It’s all about on time performance and safety rules are thrown out the window to keep on time performance. Management has no clue.”

Robert's and Pat's 2nd Law of Safety Culture Promotion:

NEVER BELIEVE GOOD NEWS - EVER

Monday's Headlines
January 2009

Friday's Headlines
January 16, 2009

4 Weeks Later
February 12, 2009

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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

“It’s been a year of challenges and success. We are doing great.”

- Aug. 8, 2014

- October 1, 2014

Remember …

"Good can be Bad"

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- Don't ever believe that a lack of accidents means you are "safe."
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- Courtesy of Jim Schultz

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Robert's and Pat's 3rd Law of Safety Culture Promotion:

PROMOTE OPEN COMMUNICATIONS AND REPORTING

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?

- They 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

Photo Credit: Steven Day

Robert's and Pat's 4th Law of Safety Culture Promotion:

CULTIVATE JUST CULTURE AND TRUST

“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