



# Buletin SMS

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## SAFETY I AND SAFETY II ( UNDERSTANDING NORMAL WORK)

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The level of safety in aviation has increased over the past few decades. In most cases, the methods used to understand safety and improve the safety level are based on linear thinking using cause – and- effect relations. Traditionally, the understanding of safety in complex organizations has been based on the measurements of unwanted outcomes (e.g. accidents, incidents)

### *Safety System*

*A look at the past, an eye on the present, a vision for future*

Most organizations and industries measure the number of accidents, incidents, and the frequency of equipment failure but more and more organizations are looking to improve safety without waiting for an incident to analyze, or a new equipment system to be implemented. It helps organizations to create processes which are robust, but flexible, and to proactively allocate budget and resource. Safety-II (the resilience approach) provides an alternative to the standard approach

for monitoring or measuring system performance, by considering an overview of the system, identifying those elements which make it a success, and enhancing them before something goes wrong.

Safety-II isn't just about looking at successful performance. Safety-II is about all possible outcomes: involving normal, everyday, routine performance; exceptionally good performance: and near-misses accidents and disasters. Our traditional approach, Safety-I, has largely limited itself to the latter – the accidents (actual or potential) at the tail end of the distribution.

*If politics is the art of the possible, and flying is the art of the seemingly impossible, then air safety must be the art of the economically viable. At a time of crowded skies and sharpening competition, it is a daunting task not to let the art of the acceptable deteriorate into the dodgers' art of what you can get away with.*

*Stephen Barlay, The Final Call: Why Airline Disasters Continue to Happen, March 1990*

Safety-II is about the whole distribution, and its profile. But we normally ignore 'normal

performance'. To improve system performance, we need to focus more on normal performance and frequent events, which are easier to change and manage.

Two interpretations of safety

Region Sydödmärke

**Safety-I**

Safety means that the number of things that go wrong (accidents / incidents / near misses) is as low as possible.

**Safety-II Resilience**

Safety means that the number of things that go right is as high as possible. Safety is the ability to succeed under varying conditions.

Unsafe Safe Unsafe Safe

Safety can be achieved by first finding and then eliminating or weakening the causes of adverse outcomes.

Safety requires an understanding of everyday performance. Safety can be achieved by strengthening this ability.

© Erik Hellqvist, 2010

Safety management focuses on things that go wrong, more specifically, things that have gone wrong in the past. Consequently, safety is measured by its absence and not by its presence.

Work management – and in particular safety management – requires that we have a good understanding of how work is actually done, of normal work.

This understanding cannot be derived from the analysis of infrequent but noticeable events. It must instead look at the seemingly trivial, everyday activities that normally go unnoticed. Although this is not technically difficult to do, it does require a revision of the dominating mindset.

If we look back at some of the most well-known accidents in recent years, there are many places where the application of safety-II could have reduced the likelihood of the accident occurring.

Finding the right balance for safety-II is key to providing a cost-effective and proactive approach. While we can analyze accidents in great detail to identify the failures which contributed, it is not usually feasible to collect data on the 99.99% of operations which are successful. The safety cases of the future need to provide a balanced argument between failure and success, with a cost-effective approach taken to widening the safety margin for the change through the application of safety-II.

Safety-II is about safety, but not just safety. It is, at least, actually about effectiveness. Safety has always been a hard sell to management. It can even be a hard sell at the front-line level.

Constant talk of accidents and disasters (actual or potential) and prevention of these does not chime with everyday goal-oriented work. Safety-I proposes a sort of anti-goal – accident prevention – and investments decisions in safety on this basis are difficult. Safety-II is more naturally aligned with business and front-line operational goals that emphasize on effectiveness. And effectiveness – doing the right things right – is surely what it is all about.

# HOW TO GET WORKERS TO PARTICIPATE IN AVIATION SAFETY PROGRAMS

**TYLER BRITTON**

Sursa: <http://aviationsafetyblog.asms-pro.com/blog/how-to-get-workers-to-participate-in-aviation-safety-programs>

## A Reporting Culture is a Just Culture

Workers' participation in aviation safety programs comes down to one word: **reporting**.

When workers are reporting, it demonstrates three things:

- That they trust the SMS program that is in place
- Cultivation of Just Culture in the workplace
- That the aviation safety officer is doing his job well

But as we are well aware, creating a hazard reporting culture has several powerful enemies, namely

- Frustrating reporting methods;
- Retaliatory/punitive work environments; and
- Apathy among others.

It is the primary responsibility of a safety manager to make sure that the workers – workers who are in the safety “trenches” everyday – feel involved in their SMS program.

While one blog article isn't enough to get into the nitty gritty complexities of stimulating reporting cultures, there are several great ways to stimulate workplaces struggling with reporting. Or, if your SMS program is already fairly productive, you may find a few gems to fall back on.

## Engage With Workers to Build Aviation Safety Reporting Culture

This is definitely one of those “well-duh” topics, but also one that, being so obvious, is often overlooked. Statistics are a great tool for analyzing the effectiveness of a safety performance measurement, but it doesn't answer questions that

only someone working directly with it can, like:

- Is this measure, while safe, also frustrating to the point of feeling ridiculous?
- Is there a more *efficient* w



ay of implementing it?

- Are workers actually following this measure as they should?

These questions should be asked and followed up with regularity, especially as new programs or measures are implemented, because let's face it, workers are vulnerable.

Contact between aircraft and ground-service equipment account for more than 80% of ramp accidents. Gate stop injuries have 17% more injuries during arrival than departures.

Why these disparities? These are questions that cannot be answered with management sitting in an office.

Which brings me to my next point.

## **Meet Airline and Airport Personnel at their Comfort Zone.**

That comfort zone could be anywhere:

- In your or their office
- On the ramp or in their workspace
- After work over coffee or a drink

Meet in whatever way most effectively helps them open up and be honest and transparent about their feelings.

Any barrier to a worker's willingness to talk about his/her hands-on assessment of the success/failure of a program or safety measure is also a barrier to the functioning of your SMS program.

Creating a sense of comfort and building trust is essential to building a Just Culture.

## **Engaging By Active Listening**

Another "well-duh." And yet I have seen it happen, spoken with safety managers who have seen it happen or have admitted to being guilty of it, and have had it personally happen to myself:

- A safety officer gets busy *telling* a worker about the effectiveness of the program/measure that the worker is dealing with every day

This is a great way to shut down communication lines with anybody. When I think about engaging by listening, I am loosely plagiarizing what psychologists refer to as "active-listening." Active listening is simply listening, and then repeating back

to to the speaker a summary of the main point they were making.

For example, an active listener might say, "It sounds like you are saying that..."

This strategy has historically proven greatly effective to make anybody - especially the worker you are talking to:

1. Feel heard
2. Feel engaged
3. Trust and feel trusted

In other words, it is the Airbus A380 of opening direct communication lines between you and individuals who are dealing with a majority of the hazards every day.

## **Make Reporting Quick and Easy**

I saved the best for last. It's kind of another "well-duh," but it is extremely important none the less.

When we are talking about quick and easy hazard reporting in aviation SMS programs, we are talking about three things:

1. No pen and paper reporting
2. Instant access to reporting
3. Highly simplified, stream lined process

Who would rather fill out a form on paper, by hand, than use a computer-Web-based form with plenty of opportunities for auto-fill or copy and paste? That is a question and an answer. Most people would MUCH rather report on an iPhone or iPad app than on paper because its significantly faster and easier.

As a follow up, having tools such as being able to report from a computer or, better yet, a cell phone provides a significant avenue for aviation hazard reporting. It's immediately accessible.

Finally, "highly simplified" simply entails having quick reporting options, pre-filled reporting forms, and forms that require only the most relevant information.

All three examples are geared towards making hazard reporting fast and simple.

## Summary

The basic premise of creating healthy reporting cultures is to open lines of communication between yourself and the workers. Opening lines of communication:

- Builds trust
- Removes inhibitions
- Provides quick access
- Creates an "open door" type environment

Ultimately we are talking about **engagement**. A safety management system is not about passive policy and procedures - it might arise from policy and procedures, but it's not about that.

Rather, it's about the everyday actions and experience of workers on the ground level. Building trust and engaging workers will do wonders for improving a workplaces reporting culture.

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Pentru sugestii și comentarii contactați:

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