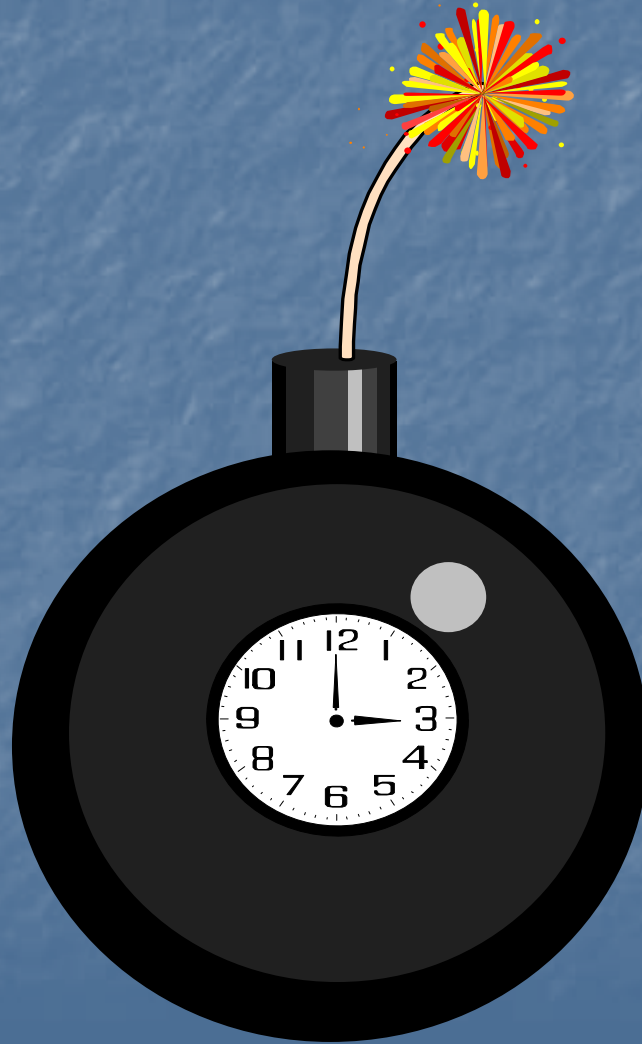
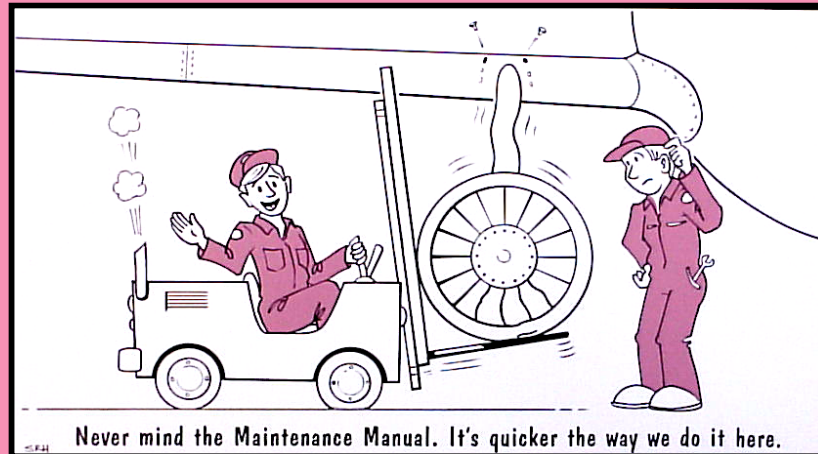


NORMS



“The Dirty Dozen”

1. Lack of Communication
2. Complacency
3. Lack of Knowledge
4. Distraction
5. Lack of Teamwork
6. Fatigue
7. Lack of Resources
8. Pressure
9. Lack of Assertiveness
10. Stress
11. Lack of Awareness
12. Norms



Safety Nets



Always work as per the instructions or have the instructions changed.



Be aware that 'norms don't make it right.'

"Death of an Airline"

Dc-8-61

Jeddah, Saudi Arabia

- At the time of the accident, this airline was growing fast with a fleet of 16 aircraft comprised of five B747s, nine DC-8s and two B757s. They employed about 1,200 people yet less than a year after the accident; they became part of history.

CASE STUDY OF NATIONAIR ACCIDENT

- Read case study of NATIONAIR accident.

<http://www2.gol.com/users/daleh/nationair/crash.html>

- July 11, 1991
- DC-8
- 247 passengers and 14 crew members were killed

CASE STUDY QUESTIONS

- After reading the case study, answer the following questions.
- What were some of the norms in this incident?
- What were the “killer” norms?
- How could we break these norms?
- Was this incident preventable?

 **NIGERIA AIRWAYS**



The Crash Site



Here are some pictures of the crew. All killed but the lady third from the left in the top picture. 14 crew were killed that day.

Jeddah, Saudi Arabia - July 11, 1991

*This site is dedicated to the memory of my friends
and co-workers who died aboard MXQ,
As well as the 250+ other people who died that day.
There were no survivors.*



Jeddah, Saudi Arabia - July 11, 1991

*This site is dedicated to the memory of my friends
and co-workers who died aboard MXQ,
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There were no survivors.*



Photo taken by Zulal Cartmell

Pictured L-R:

Back:

Kay Smith (Service Director), Deb Salej, unknown (the woman third from the left in the back row was not on board), Dolores Colacci

Front:

Carol Pratt, Munir Velgi (Purser), Louisa Mangoff, and Gaynor Bryson

Flight Attendants not pictured: Caroline LeClerc, Zulal Cartmell

Flight Crew not pictured: William Alan, Kent Dawidge, Victor Fehr

Mechanics not pictured: Aldo Tettamanti, Jean-Paul Phillippe



Photos taken by Zulal Cartmell and graciously sent for use here by her sister Gusha.



WHAT ARE NORMS?


- Informal work practices or unwritten rules that are accepted by the group
- Shaped mostly by attitudes, beliefs and safety culture.
- Most stem from a genuine desire to do a good job.
- Seldom are they acts of vandalism or sabotage.

NORMS

- **Are short cuts or unapproved practices**
- **Are encouraged or tolerated by the group. At times observed and condoned by Supervision.**
- **Have the potential to cause damaging errors**

TYPES OF NORMS

- **Positive – Enhances safety**
- **Negative – Detracts from safety**
- **The latter can turn into “Killer Norms”**



That's the way we do things around here!

Not Following AMM SOP.



12 9 2003



EXAMPLES OF NORMS

- **Stepping over the tow bar during pushback**
- **Working without using a maintenance manual**
- **Leaving running vehicles unattended**
- **Signing for work not done in order to get the aircraft out on time**

EXAMPLES OF NORMS

- **Pushing the aircraft back without using a safety guide person**
- **Signing off someone else's work without ensuring proper completion**
- **Verbal turnover**
- **No using rig pins or safety lock out devices when working on emergency equipment.**

WHAT TO DO ABOUT NORMS

- Look for the norms we use and live with at work
- Distinguish the positive norms from the negative norms
- Do this by discussing them and using your influence in the group to change the negative norms
- If you're sure, *maintain your standard !*

PERSONAL CHALLENGE

(Develop Safety Nets)

- Identify a norm in your own area
- Which are positive/negative?
- What can you do with your positive norms?
- How can you break your negative norms?
- Could any of these norms become “killer” norms?