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Qantas engineer's false safety checks

A former Qantas maintenance engineer **responsible for safety checks** on the airline's Boeing 747s yesterday **admitted faking his credentials** in order to advance his career.

Timothy Leslie McCormack, 26, pleaded guilty in the District Court to 42 charges relating to **carrying out maintenance work** on Qantas planes without a license, **forging** a Civil Aviation Safety Authority license and falsifying exam results to **"dishonestly obtain a gain"**.

It is understood many of the 747-400s he worked on regularly flew on long-haul routes to Europe and the United States.



McCormack, who earlier denied the charges, was due to face trial yesterday before he changed his plea. Australian Federal Police originally accused him of 111 offences, including carrying out nearly 2000 maintenance jobs on 88 aircraft between September 2006 and July 2007.

McCormack yesterday **pleaded guilty** to just 30 charges out of a reduced total of 44 counts of carrying out maintenance work on Qantas aircraft without a license. He also tearfully admitted to five counts of falsifying his CASA exam results and five counts of knowingly using the sham results to "dishonestly induce Qantas to accept (they were) genuine and by that acceptance to dishonestly obtain a gain." Police allege the exam results helped McCormack **secure a promotion** to a licensed aircraft maintenance engineer (LAME) in July 2006.

In this role, instead of having his work supervised, **he was supervising others and signing off on aircraft safety checks** before they took off.

McCormack, who is now living in Clovelly, also pleaded guilty to **forging** his CASA-issued LAME license, which police allege he created by altering a colleague's license on his home computer.

After investigations into his qualifications began, it was revealed McCormack had passed **just one CASA exam and no maintenance license was ever issued** under his name. A series of Qantas staff emails also suggested McCormack's supervisors became aware of a problem with his license three months before he was removed from the job.

Qantas contacted police about McCormack in July 2007. McCormack is due to be sentenced on November 7.

[Qantas baggage handlers sue over work injuries](#)

QANTAS is facing a string of lawsuits from baggage handlers allegedly injured because of **insufficient staffing and unsafe work conditions**. Former baggage handler and ramp services operator Anthony Campbell Hadleigh, 40, is the latest to launch legal action in a Queensland court, claiming \$378,588 in damages for alleged shoulder injuries at work.



It follows a bad year for Qantas, which has been dogged by concerns over passenger safety, including a mid-air explosion on a Melbourne-bound flight which tore a 3m hole in the plane's fuselage, baggage handler workloads and staffing shortages.

A Federal Government report released this month also found the airline had the worst record for getting its domestic passengers to their destinations on time in July.

Laura Neil, a partner with Maurice Blackburn Lawyers in Cairns, said she had other allegedly injured Qantas baggage handlers on her books from Cairns Airport for whom legal action was planned.

Mr Hadleigh's claim is one of several that have already been filed by the law firm.

Ms Neil said legal action also was planned for a number of Gold Coast baggage handlers.

A document filed in the Supreme Court in Cairns this week states Mr. Hadleigh was required to pull loaded pallets weighing **up to 4.5 tons by hand** and load bags weighing up to 35kg in confined aircraft luggage compartments.

"On many occasions whilst performing the duties described ... the plaintiff was required to **work without assistance due to a lack of available staff,**" the document states.

The claim alleges Qantas was negligent for failing to provide Mr. Hadleigh with adequate help when handling heavy weights, **failing to heed advice about insufficient staff** and failing to heed the **advice of an ergonomics consultant.**

A Qantas spokesman yesterday said the airline took its occupational, health and safety responsibilities "across all of its operations very seriously".

"As this matter is the subject of legal proceedings we can make no further comment at this stage," he said.

Airline maintenance cuts 'threaten safety'

Engineers say they face **commercial pressures** that make accidents more likely. Engineers say they are under pressure to cut costs and avoid delays

The safety of British air passengers is being **compromised by cutbacks in aircraft maintenance,** engineers said this week.

The Association of Licensed Aircraft Engineers (ALAE), which represents more than 2,000 maintenance experts, said commercial pressures from airlines to cut costs and avoid delays were making an air crash more likely.



"Britain may have led the way in aviation safety, but the industry is becoming **dangerously complacent,**" said Robert Alway, chairman of ALAE. "Aircraft may leave the production line safer than ever, but this can only be maintained if sufficient resources are invested in plane safety and maintenance.

"What we are seeing is airlines **cutting costs, reducing manpower and training,** and putting **increasing pressures** on engineers to pass planes that may not be fit to fly."

Mr. Alway added that, whereas every maintenance check used to be made by qualified, licensed engineers, some airlines now use staff with only basic qualifications on these vital jobs. "Not all faults are obvious. **Many lie dormant** until uncovered by such professionals during checks. Undermining this group of professionals is short-sighted and will increase risks."

A spokesman for Aircraft Engineers International (AEI), which represents 45,000 engineers, agreed. "Removing trained observers and replacing them with semi-skilled staff has removed the last-chance filter from the system and has, in our experience, led to preventable incidents," he said.

According to ALAE, the number of licensed engineers in Britain **is almost half** what it was 30 years ago — down from 25,000 fully-qualified licensed engineers to 14,000. During this time the number of flights in and out of Britain has doubled. A spokesman for the Civil Aviation Authority (CAA) said it rejected any claim that aviation safety is being compromised.

“The aviation industry is sensitive to changes in the economic cycle and CAA oversight of the UK industry recognizes that fact,” he said. “We respond in a timely and proportionate manner to uphold the integrity of the industry’s safety performance. This includes our oversight of maintenance organizations. Günther Matschnigg, senior president of safety, operations and infrastructure at the International Air Transport Association (IATA), said there **is a severe shortage of licensed engineers** which “could have a negative impact on safety”.



Mr. Alway said that the use of fewer staff has resulted in **longer shifts** for British engineers working on an increasing range of aircraft — a trend he expects to worsen during the economic downturn. “Engineers often now arrive for their shift and then have to fly abroad to sort out a maintenance problem. However they do not class the flight as work time, so engineers **often end up working 20-hour days**. Yet they are still expected to make pressurized decisions about whether a plane should fly.”

A CAA spokesman said it had found **no evidence** of engineers working in a state of exhaustion or being pressurized to pass aircraft that are not fit to fly. “We have repeatedly invited the ALAE for evidence to support its claims and, to date, have received none,” he added.

It is legal for an aircraft to fly with minor faults as long as they remain within the requirements of the minimum equipment list (which states which faults can go unserviced and for how long), but earlier this month Flyglobespan, the Scottish no-frills airline, was fined £5,000 for flying a plane across the Atlantic knowing it had technical problems. It was the first criminal prosecution against a British airline for 12 years.

Pilots are also coming under pressure to continue with flights even if faults have been reported. A survey of aircraft maintenance engineers by the AEI found that 85 per cent of faults were reported only after a pilot had made a homeward flight or at the end of the day’s flying. This allows airlines to fix problems at more convenient times, avoiding extra expense.

But a spokesman for the British Airline Pilots Association (Balpa) said that its own inquiry **found that no major problems go unreported**.

“Pilots are under pressure,” he said, “but not to the extent that they would compromise the safety of the plane or passengers. We have not reached that point yet, but who knows whether it will be a different story in a year’s time.”

5 Things You Didn't Know: Plane Crash

In 2000, right before Alaska Air Flight 261 went into a second nosedive and slammed into the Pacific, she flew briefly in an inverted position -- upside down. As the final dive began, the cockpit voice recorder captured Captain Ted Thompson's world-class optimism: "At least upside down we were flying."



A massive mechanical failure brought down Alaska 261, but such catastrophic mechanical scenarios are rare. Although these have been drastically oversimplified, consider these plane crashes:

Eastern Flight 401 crashed because the cockpit crew **got obsessed** over an inoperative light bulb;

Aeroflot Flight 593 went down after the pilot **let his son sit** at the controls;

Two small pieces of **overlooked tape** brought down Aeroperú Flight 603.

In light of high-profile disasters in Spain and Russia, along with the recent plane crash involving Travis Barker and Adam Goldstein, we saw fit to present five things you didn't know about plane crashes.

1- Surviving a plane crash is good for you

At the American Psychological Association's annual convention in 1999, researchers from Virginia's Old Dominion University presented some unique findings: Plane crash survivors were **healthier, psychologically, and lived with substantially less anxiety, depression and post-traumatic stress** than travelers who had never been involved in an aviation accident.

The key seemed to be a question of control; to what extent did the survivor believe they had some control over the situation -- even if that control was limited to what they did following impact? The **greater the perception of control**, the healthier the survivor will be. These people also tended not to need extensive counseling following the accident.

2- The first 90 seconds of a crash is known as "golden time"

According to the airline industry, what you do during "golden time" dictates whether or not you at least have a shot at surviving a plane crash. They frown on panicking -- no surprises there -- and stress quick, decisive actions to get yourself as far away from the plane as you possibly can. Rummaging through your carry-on to spare your BlackBerry, also frowned upon....

According to witnesses, Travis Barker and Adam Goldstein were frantically tearing their fiery clothes off, and this likely prevented their burns from being more extensive. However, this says nothing about the damage on the inside: Smoke inhalation deprives your tissues of oxygen, the heat sears the surfaces of your upper airway, and toxic chemicals trash your lungs.

3- Planes routinely crash by running out of fuel

This unacceptable and totally egregious event goes by a sickeningly perfect name in aviation: fuel starvation, generally a consequence of leaks or extensive holding patterns. Avianca Flight 52 is an infamous example; a misunderstanding prevented air traffic controllers at JFK from grasping the crew's urgency. The craft lost all engines and crashed on Long Island.

Unfortunately, the fate of Avianca 52 has already been shared by at least five other aircraft this decade alone.

4- Survival rates improve when the pilot ditches

The chief reason your survival rate spikes? Not what you might think: Sure, ditching is performed under somewhat controlled conditions and it trumps a nosedive, but survival rates for passengers are over 50% in these cases because ditching is an emergency procedure for which pilots and passengers are all offered training prior to every flight -- the 2-minute drill mimed by the cabin crew. You know, that thing so many of us ignore.

Granted, the crew rarely does it with any enthusiasm, but they are attempting to communicate to us the means by which we can raise our chances of survival -- why would anyone choose to ignore that?

5- There is a 0.00001% chance your plane will crash

- One last thing you didn't know about plane crashes is the figure Professor Jeff Rosenthal has arrived at to determine your chances of surviving your next flight: 99.9999815%. Not bad. People enjoy dreaming up these odds, but their goal can't be to turn aerophobes into aerophiles. In fact, the better the odds seem to get, the more aerophobes stand their ground. Why?

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- Because these figures fail to address the character and complexity of a phobia. After all, phobias are partly defined by their irrationality.
- Still, they can be tantalizing. For example, the odds of dying in a plane crash are equal to quadruplets being born -- but not just any quadruplets, naturally conceived quadruplets. And not just any naturally conceived quadruplets, **but naturally conceived identical quadruplets.**

Forget the conception part -- when's the last time you even saw a set of identical quadruplets?

Devices designed to prevent aircraft catastrophes

Imagine scanning airplane parts without ever touching them, and identifying which one is **about to fail** before it ever happens! That plus many other devices to prevent aircraft catastrophes are now on display in Salt Lake in what is called Autotestcon 2008.



A circuit on a plane goes bad, causing a domino effect that brings the aircraft down in a disastrous crash. **This new technology is all about preventing such catastrophes.**

Some products on the exhibit floor really stand out. After three years in the making, for the first time, a remarkable device is marketable. The sensor never touches what it's looking at, but it probes in mid-air, sensing a literal electrical halo above the circuit board and how each component is performing.



Tom Farkas, with Metrikos, Inc. said, "If you had to do this manually, and **I remember doing this when I was a technician**, it would take you literally at least a half hour to set up the board and then hours to probe through it, if you could do it accurately and using your hand. This does it one second per point."

Another device is a sniffer that, again without ever touching, **can sense vapors given off by specific components.** Glen Wright, President of GMA Industries, said, "And when they sense those vapors as the failures occur, or even before the failures occur, we can identify certain integrated circuits **that are bad or will be bad in the future** and alert the **technician** to replace them before they actually fail."



Human Factors Training Workshop – Las Vegas, NV



Human Factors for Aviation
Technicians
and Managers Workshop

Upcoming Trainings:
November 5-6, 2008 - Las
Vegas, NV Phase I Initial
November 7, 2008- Las
Vegas, NV Phase II
Recurrent

To register, go to http://www.greyowl.com/calendar/reg_phase1_nov08.pdf or
http://www.greyowl.com/calendar/reg_phase2_nov08.pdf
We offer a 10% discount on public workshops to ARSA Members.
www.greyowl.com



New Inspection Authorization Refresher Course Approved By FAA

The FAA has recently certified a new course to fulfill refresher training requirements contained in FAR 65.93 (A) (4) for **Inspection Authorization (IA) renewal**. The new course is offered by

Century CRM LLC., the premier crew resource management (CRM) provider in the country. The two day course evolved from a course developed for the National Business Aviation Association (NBAA) that provides credits in their Certified Aviation Manager (CAM) program.



The FAA was particularly interested in this course because of **its focus on human factors** and leadership in aviation. There are only a handful of courses in the nation today that provide training for maintenance personnel **in human factors**, and even fewer that also include **how human factors impact leadership roles**. The course finishes up with the basics of developing and implementing a **safety management system (SMS)** into an organization. The FAA has designated the course as: Human Factors, Safety Management Systems, and Technical Training for Maintenance Professionals.

The official course acceptance number is C/Industry/MI/08/01/15/001/03.

Century CRM's course begins by building a basic understanding of **human factors**, next it progresses to leadership styles, and then explores changing a corporate culture, which is necessary when implementing a safety management system. Below is an overview of the topics presented in the course:

- Human Factors in an Organization
- How Leadership Drives Human Behavior
- Leadership Styles & Responsibilities
- Organizational Factors
- Error & Risk Management
- Inter-relationships of CRM, MRM, & DRM
- How Norms Affect an Organization
- Safety Management Systems

In the past, Century CRM has presented the course in conjunction with the various conventions that the NBAA hosts throughout the year. With this new certification from the FAA there has been increased demand for the course, so it has been offered outside of the convention schedules. An attendee may receive credit for CAM requirements from the NBAA, and IA refresher training requirements from the FAA by attending just this one course. The schedule for the next course has not been finalized at this time, but information on the course schedule will be posted on the web-site at www.centurycrm.com. Inquiries and suggestions for course dates and locations may be sent to info@centurycrm.com as well.



Other courses offered by Century CRM are primarily for aircrews. Their crew resource management (CRM) and single pilot resource management (SPRM) courses are industry leaders in the human factors field. Currently, Century CRM is the only stand alone provider for crew and single pilot resource management training certified by the FAA under FAR part 141. Their certification allows them to provide training to clients operating under FAR parts 91, 121, 125, and 135.

Additionally, their certification allows Century CRM to travel to the client's location to present the courses. This provides a savings of not only money for the client, but reduces scheduling impacts as well. Finally, because of their experience and an industry leading approach to presenting human factors topics in useable terms that translate directly into the cockpit, Century CRM is able to hold the interest of the aircrews in the class. This results in the acceptance and assimilation of this valuable safety information into daily operations.

Plane Crashes: Interview with Aviation Expert Herb Velsor

Herb Velsor is an experienced pilot with over 20 years in **naval aviation**. He was also involved in a plane crash many years ago that resulted in two deaths (he was not piloting the plane at the time of the crash). Herb says that although planes are a very safe means of transportation, there are some issues that come up that can result in crashes.



"Planes are very reliable," Herb says. "There is a very low risk of being involved in a plane crash. But, based on what I've seen, **many accidents are maintenance related**—things like a **lack of quality control at the shop error**. Sometimes it can be as simple as a problem with employee training. There were incidents where I've written reports for JAG (Judge Advocate General) on aircraft incidents that cost a couple of million dollars because of **an error** on the part of a technician. Pilot error also happens, resulting in crashes sometimes."

Approximately 40 years ago, Herb was involved in a plane crash that was found to be the fault of the other pilot, whose plane came too close to the plane Herb was in. Two people died in the crash. Herb says he walked away without a scratch.

"We were about 600 miles east of Hawaii," Herb says. "We were coming back from Japan and conducting routine flight operations. The pilots of the two planes knew each other and the other plane came up alongside us to wave. The pilot and co-pilot in the other plane switched seats and the pilot picked up a camera to take pictures. **They moved too close to us and our propeller chopped his tail off**. He ripped off our left engine, but we recovered after a few hundred feet.

"I was apprehensive about flying again because the accident was fresh in my mind, but I did continue to fly. I flew in everything they [the Navy] would let me fly in.

"I don't know that there are more accidents now than there were before. From a casual overview I would say that plane reliability is greater now than it was a while ago. When I started flying, you couldn't fly transatlantic in less than a four-engine plane because you faced the loss of one engine in flight. Now, they go transatlantic on two engines, so they are more reliable."

Despite planes being more reliable today than they were before, accidents still happen and they are often tragic. Most common are small plane crashes, in which one or two people are killed. Those crashes rarely make national news and often go unnoticed outside of the region they occur in. **But that does not make them any less devastating to the families of the people involved**. Furthermore, no matter how good technology becomes, there is still a chance that **human error**, either in the plane or **during maintenance**, will cause an accident.

Air mishap helps shape teaching skills

Dr. Todd Hubbard draws on a certain 15 seconds when his U-2 spy plane blew up in the air to give him all the motivation he needs to **ensure a balanced approach to teaching his aviation classes** at Oklahoma State University.

“I had just taken off from Beale Air Force Base in California on July 18, 1984, for what was supposed to be a high altitude practice flight in a plane with a **brand new engine** when something went wrong just 400 feet in the air,” said Hubbard, a retired Lt. Col. with the U.S. Air Force.



Hubbard would later learn that his plane’s new engine had actually broken apart and slid down to the tail end of the aircraft, causing the entire tail section to fall off—much like a stage in a rocket ship. What’s worse, due to a **malfunction in his ejection seat**, Hubbard would ultimately hit the ground before that tail section.

“The airplane tumbled onto its back and blew up while I ejected through the canopy. **Because the personnel in charge of the ejection seat had disconnected vital functions, I barely got out of the plane.** The biggest part of the airplane hit the ground first, me and my parachute were second, and the tail section of the aircraft crashed onto the runway last,” said Hubbard.

“The entire episode took 15 seconds, from the time I applied full power for takeoff to the time I hit the ground with my parachute.” So what does that horrifying experience have to do with Hubbard’s dedication to teaching?

As a result of the malfunctioning ejection seat, he sustained more injuries than just the physical type. His broken back, broken jaw, and various cuts and bruises would heal in time, but Hubbard admits there were **psychological implications of that event that are still in play today.**

“I teach a graduate-level course called ‘**Human Factors and Aviation Mental Health**’ because of my ejection experience. I want to make sure every pilot I teach is **prepared for both the physical and psychological aspects of piloting an airplane,**” said Hubbard, who holds the Clarence E. Page Endowed Chair in the OSU College of Education.

In addition, Hubbard and Robert Bor edited and authored a book titled “**Aviation Mental Health: Psychological Implications for Air Transportation,**” which Hubbard uses to teach the aviation mental health course.

The mishap in California was only one experience that helped make Hubbard a **better teacher.** There was also that near miss high-altitude event over Iraq as he was patrolling the no-fly zone at 70,000 feet in 1993. Hubbard didn’t find out that an Iraqi fighter had his plane in its missile sites until he landed.

No one has been able to explain why the Iraqi plane did not fire—which would have meant sure death for Hubbard.

But that's another story, and [another good excuse to make a difference in the classroom.](#)

No More Blame & Shame – Part III

Developing event-reporting systems may go a long way to reducing patient care errors in EMS

JUST CULTURE

Some EMS managers might be concerned that the systems approach could result in a lack of accountability among EMS providers. Although the systems approach suggests that it is counterproductive to penalize a medic for a "normal" error, there needs to be a method, such as [Just Culture](#), to make sure the systems approach is not used as an excuse for grossly negligent actions.



[Just Culture](#) recognizes that competent professionals [make mistakes](#) and even competent professionals will develop unhealthy norms (shortcuts, "routine" rule violations), but it has zero tolerance for reckless behavior. Just Culture might dictate that we issue a formal warning to the driver who ran the stop sign. Issuing a warning rather than a ticket recognizes that there were several contributing factors to the event, [but reminds the driver that he also has an active role in ensuring traffic safety.](#) The same would be true for EMS, suggesting that medics be warned for minor errors and receive some form of remedial training for more egregious ones. This results in a [less punitive environment](#), where providers are less motivated to hide their mistakes. This also leads to [increased awareness](#) of EMS leaders about the types of near-misses that are occurring and how often. Analysis of these events can lead to system changes that will prevent future injury to patients.

Even in an agency with a [true organizational culture of safety](#), there will occasionally be situations that warrant punitive action, [such as reckless behavior or criminal activity.](#) In fact, some agencies with protected reporting systems have chosen to list specific exclusions from protection, including operational issues like being persistently late for work or making inappropriate statements to coworkers or patients. This makes sense, since the goal of event reporting is focused on [preventing adverse](#) medical care events. Cases requiring punitive action are often straightforward, such as criminal activity while on duty. Other times, the need may be more complex, such as providers who repeat events that raise questions about their ability to improve. In these cases, agencies must be very careful, because the true (but often less apparent) root cause of repeated similar events [is often a persistent system fault](#) rather than human error.

An agency may occasionally conclude that a provider is a risk to patients, or has persistent issues with skills or clinical competence that are refractory to **educational interventions**. In these cases, the agency must use unreported events to create the paper trail that is required for termination or other adverse action.

In order for protected reporting systems to be successful, the **protections must be consistently adhered to**. The aviation system (discussed below), which has successfully followed this principle without exception for over 30 years, does not have a problem terminating incompetent or reckless pilots. Problem EMS providers usually have ongoing operational issues that are not protected and can be directly addressed following procedures outlined by employment agreements, unions or civil service systems.

AVIATION'S SUCCESS STORY

In order for the systems approach to be effective in improving patient safety, near-misses and adverse events **must be closely examined for contributing factors**; however, it is not practical to suggest that every contributing factor that is identified can be fixed. Instead, EMS systems must have a way to identify trends and share information across regions. One method that has proved to **work in the aviation industry** is to rely on a sophisticated event-reporting system that collects and analyzes near-misses and adverse events. The Aviation Safety Reporting System is a database of more than 600,000 near-miss and adverse event reports that have been voluntarily submitted by pilots, flight attendants, air traffic controllers and **maintenance personnel**. The reports are catalogued and analyzed, and when prominent hazards or trends are identified, alerts are sent out to the aviation community. This system is successful because it **shifts away from a culture of blame** toward a culture that identifies problems and design changes that target the system rather than the person, and it encourages people to report near-misses and adverse events by **offering immunity from punitive action**, thereby encouraging reporting. Recognizing the success of the ASRS system, many argue that the aviation experience might provide a viable solution in medicine.

Due to the success of the aviation system, a national event reporting system has been developed for EMS. The Medical Error Prevention and Error Reporting System follows the concepts of ASRS. It is a voluntary self-reporting system, where each report is sent to and reviewed by EMS patient safety experts with no supervisory or enforcement powers over the EMS providers who are reporting the event. The experts collect enough information to classify contributing causes, then remove any identifying information from the report so it is entered anonymously into the database. Reviewers periodically analyze the data to identify trends and **publish a monthly newsletter** to all participating agencies to describe trends and reasons to be cautious. As an incentive to encourage reporting, participating EMS agencies have committed to provide EMS providers who submit a MEPARS report immunity from punitive action.

Although participation in event-reporting systems like MEPARS is one way to advance an EMS agency **toward a culture of safety**, EMS providers will not participate in the system unless the culture allows them to feel safe doing so. There are many ways in which agency leadership can help foster this feeling and avoid underreporting of events. The event-reporting system should be integrated into daily operations.

For example, when a provider submits an agency incident report describing a near-miss or adverse event, **the supervisor should encourage him to submit the event to the adverse event reporting system**. Similarly, it is critical for agency leadership to consistently respect the protections to ensure the success of event reporting.

CONCLUSION

The road to creating a safe environment for patients will involve a change away from **our current EMS culture where near-miss errors are rarely reported**, usually **due to fear of punitive reaction** from peers and supervisors. Rather than blaming individuals for errors, we should look at **what system changes** can be made to reduce the chance of the same error occurring, or ensure an error does not result in an adverse event. Through an event-reporting system like MEPARS, a much-needed transition can be made away from the flawed blame-and-shame, and system problems can be identified and addressed nationally so EMS agencies everywhere **can improve the safety** of their systems.

AUDIO SAFETY TALKS!

Working Safely is No Mean Feat

Your **feet** are vital to your everyday activities. They give you balance and maneuverability and carry your weight, plus anything you're carrying, one step after another. But if you **get off the safety path**, you could find yourself gravely inconvenienced, or worse, by foot injuries. They're painful, they're awkward and they'll cost you and your workers time and money.



[To listen to the talk, click this link](#)



The hidden benefits of a winning team

Sport fans invest a lot in their favorite teams-figuratively and literally, said Drake Bennet. Not only do committed fans devote considerable 'money, time, and **lost sleep**' to their teams, taxpayers often shell out millions for stadiums to keep the home team from bolting.



Is it worth it? A new study suggests that from an economic standpoint, the answer is yes, though with a catch: “The team has to be good.”

Economist Michael Davis and psychologist Christian End found that having a winning NFL team increases the incomes of hometown resident by up to \$120 a year.

By way of explanation, these scholars point to studies showing that **happier people work harder** and spend more, thus boosting the local economy. Strange as it may seem, many fans identify with their teams so deeply that when their team wins a big game or a championship, they actually take some credit for the victory.

It wasn't just the Red Sox who won – it was us. Feeling like world-beaters boosts the fans self-confidence, testosterone levels, and as a result, their productivity. Sure, it's all 'an illusion,' but psychologists have long understood that 'self-confidence doesn't have to be earned to make a difference.'

POP QUIZ

Are You a Jerk?

Robert Sutton, a professor of management science and engineering at Stanford University, has written a book about how people can improve or at least survive a workplace where some people leave a lot to be desired.

The title might be offensive to some, so we'll modify it slightly, to *The No 'Jerk' Rule: Building a Civilized Workplace and Surviving One That Isn't*.

Sutton says there are 12 common actions that 'jerks' use.

Test yourself to see how frequently, if ever, these actions apply to your dealings with others at work.

Scoring

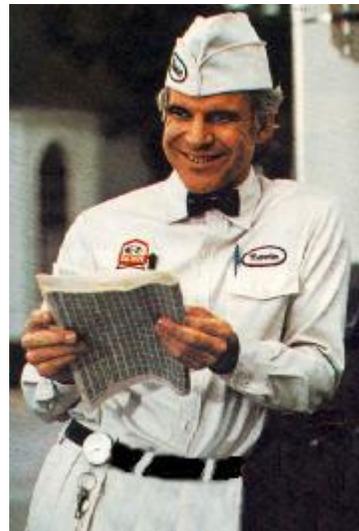
Give yourself one point for "never"

Two points for "once a year"

Three points for "once a month"

Four points for "once a week"

Five points for "daily"



Jerks at work really aren't funny

Here goes:

- How often do you dish out personal insults?
- How often do you invade the personal territory of others?
- How often do you initiate uninvited physical contact with co-workers?
- How often do you use verbal and non-verbal threats and intimidation?
- How often do you make sarcastic jokes or teasing remarks?
- How often do you send out highly critical, demeaning or angry emails?
- How often do you intentionally demean people's status in front of others?
- How often are you the instigator of public shaming or "status degradation" rituals?
- How often do you interrupt people in a rude manner?
- How often do you make two-faced attacks?
- How often do you give co-workers dirty looks?
- How often do you ignore others as if they are invisible?

Interpreting the Scores

13 points and under: You are not quite a 'jerk.' You understand proper workplace etiquette, but if you scored any points, you aren't perfect.

14 to 25 points: You are a borderline 'jerk' who is one mean move away from being put over the edge. Your co-workers are developing hateful feelings toward you. You can still redeem yourself.

26 to 45 points: You are a 'jerk.' Your negative demeanor is affecting everyone around you.

More than 46 points: You are an extreme 'jerk.' You won't get anywhere if you continue to act the way you do. You should leave before your enemies resort to drastic measures.

Fact Check

41.9 million – Approximate number of injury-related emergency room visits in 2005.

Source: National Safety Council, "Injury facts," 2008.



Think Safety

Put Near Misses On Alert

- > Learn to recognize when you've had a **near miss**. Anyone who has thought, "That was a close call," has had one.
- > Always report near misses as soon as possible. A near miss one time **could be an injury incident** the next time.
- > Inform your Supervisor **of unsafe acts or unsafe conditions** immediately.
- > **Don't take shortcuts**. Follow safe rules and procedures to help prevent near misses and injury incidents.



Picture This!

The great heave forward... Chinese **passengers are forced** to get out and push their broken passenger plane

Anyone who has ever used budget airlines know only too well how uncomfortable it can be: long queues, cramped seats and every tiny extra costs you. But at least they are never told to get out and help push their plane.

That is exactly what happened to a group of passengers in China who were asked to get out and push after their **plane broke down** shortly after landing.





All together now: Passengers join airport staff to move the jet off the runway at Zhengzhou Airport The Chinese Shandong airlines flight CRJ7 arrived safely at Zhengzhou from Guilin, but broke down before it could taxi to the passenger terminal.

Airport staff were called out to help push, but they had to ask some of the 69 passengers on board to help because the plane would not budge. It took the group nearly two hours to shove the plane half a mile to a side lane.

One of the airport workers said: 'Thank God it was only a 20-ton medium-sized airplane. If it were a big plane, it would have knocked us out.' The plane remained parked in the side lane on Friday night, **waiting for technicians arriving on the next flight to fix the problem.**