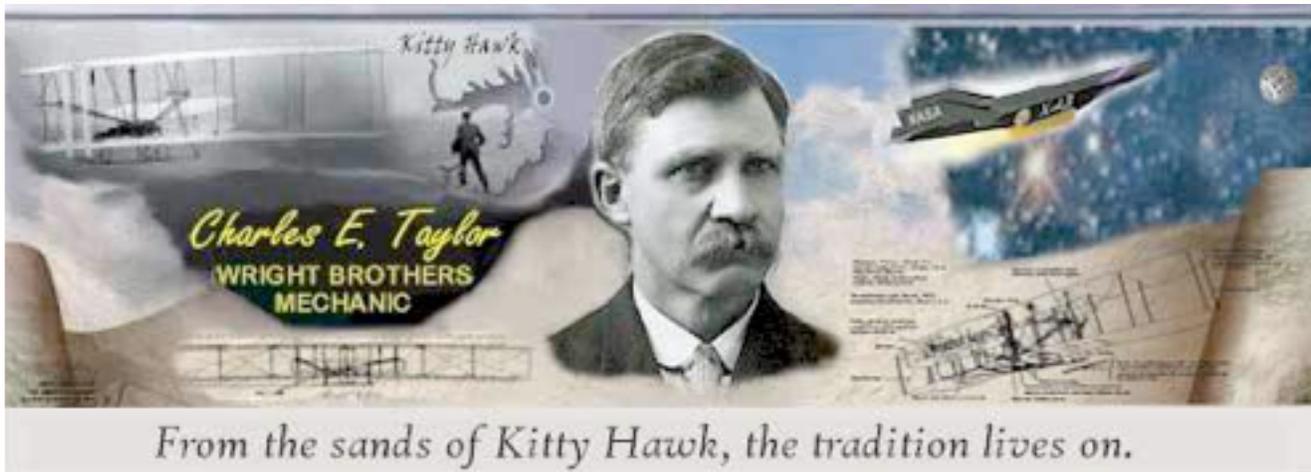


Aviation Human Factors Industry News

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From the sands of Kitty Hawk, the tradition lives on.

Hello all,

To subscribe send an email to: rhughes@humanfactorsedu.com

In this weeks edition of *Aviation Human Factors Industry News* you will read the following stories:

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The Biggest Myth in Aviation?

Safety is always top priority.” You often hear this slogan bandied about and see it on those slick workplace posters, but could this expression really be the biggest myth in aviation? Let’s think about it for a moment. The very of the word “priority” requires that we evaluate competing. So, calling safety a priority means it will change based on the needs or urgencies of the moment, such as trying to please a demanding customer or the boss to meet a schedule.



Admitting we might not always put safety first doesn’t mean we deliberately intend or want to be unsafe. But if we don’t have a logical, orderly process written down for everyone to follow, **coupled with a firm management commitment**, safety can easily take a backseat to the bottom-line or the latest crisis du jour.

“Of course safety is first in our company; **we’ve never had an accident,**” you might be thinking. This is the traditional response to the “Are we safe?” question. While it’s definitely a point of pride, the lack of accidents isn’t the only way to measure your company’s safety performance.

The aviation industry has learned through the years that it’s cold comfort to go about fixing problems after a tragedy has occurred. We have instead started to embrace a systematic approach to safety, **or systems safety, as a result of lessons learned.**

The late Jerome F. Lederer (who championed system safety in aviation and space flight) described system safety as, “Organizing to put your hindsight where your foresight should be in the identification and management of risks.” Risk identification and management are the core of the system safety process.

For this process to succeed, the company must have a strategy, top management's commitment to the process, **and full company participation**. **Safety must be considered a value**, not a priority, in the organization.

With Lederer's sage words and a process in mind, here are ten points to evaluate whether your company truly puts safety first.

- 1. Our company has a documented, comprehensive, company-wide safety plan for identifying and managing risk that is distributed to all employees and is regularly updated.**
- 2. Our CEO or other accountable executive takes responsibility for implementing the safety plan and ensuring its success.**
- 3. Safety starts at the top in our company and is routinely emphasized as a core value.**
- 4. Our company safety policy clearly states that any employee can report a safety issue without fear of retribution.**
- 5. Our company safety policy is articulated in all company documents, such as operations and maintenance manuals, employee handbook, standard operating procedures, etc.**
- 6. Our employees are rewarded for "doing the right thing" where safety is concerned.**
- 7. Our company has a safety manager who reports directly to the CEO or accountable executive.**
- 8. Our safety manager is considered a resource and facilitator, not someone to blame when things go wrong.**
- 9. Our company has a safety committee, comprised of representatives from each department, that meets regularly to get ahead of safety issues and when special needs arise.**
- 10. We routinely communicate safety issues and provide feedback on safety concerns to our employees.**

So how did you fair? Were you able to confidently and positively confirm that all ten areas are completely covered and documented in your company?

If not, conduct an honest assessment of your operation **to determine where the gaps are**. Develop an action plan and start the process to ensure you have a systematic approach to managing risk. It won't happen overnight, but with company commitment, it will be an evolutionary process. At some point you'll be able to truthfully say, "Safety is always first in our company."

Look to aviation on safety, 'Sully' says

Just one day after US Airways Capt. Chesley “Sully” Sullenberger retired as a commercial airline pilot, Sullenberger kicked his new career as a **speaker** into high gear by giving the closing keynote address on the final day of the annual Healthcare Information and Management Systems Society conference and exhibition in Atlanta. Sullenberger urged the healthcare industry to improve its patient-safety record by adopting a number of practices that have made the U.S. commercial airline industry the safest in the world.



“You need to start treating them (medical errors) as inexcusable,” Sullenberger said. “Ultimately, you should do so for three reasons: Your patients deserve it, your colleagues expect it, and your profession demands it.”

Among the aviation practices that could make a significant difference in healthcare delivery, according to Sullenberger, are: the creation of a **national patient-safety reporting system**, the standardization of medical equipment and procedures, the increased use of **evidence-based checklists**, and the development of an **industrywide culture of safety**.

When asked by an attendee during a question-and-answer period when the healthcare industry would adopt a national public medical error reporting system, Sullenberger said, “Not soon enough. That’s up to you. But it can’t happen soon enough.”

One of the hurdles to increasing patient safety is the fact that “medical mishaps” happen one at a time and **“don’t receive the same level of public attention”** as an airliner crash landing on the water, Sullenberger said.

ATA Says that 2009 was the Second Safest Year in Aviation History

The International Air Transport Association (IATA) has recently revealed the final statistics of **flight safety for 2009**; it was the second safest year for the industry. Every year, the International Air Transport Association (IATA) diligently overviews the results of the previous 12 months and monitors the safety situation in the airline industry. The statistics for 2009 proved to be rather positive. In fact, last year was the second safest year for air travel.



One of the significant factors is the global accident rate, which in 2009 equated **0.71 aircraft hulls lost per million flights**. That is a considerable improvement against 0.81 in 2008. The safest year so far **was 2006 with 0.65 hulls lost per one million flights**.

IATA is associated with 231 member airlines which last year carried 2.1 million passengers safely on a total of 35 million flights. However, the overall statistic consists of specific regional data, according to which the safest regions are North Asia, Latin America, the Caribbean, and the Commonwealth of Independent States with zero western-built hull losses last year. Europe and North America still proved better than average with 0.45 and 0.41 respectively.

An increased accident rate was, however, recorded in Asia-Pacific (0.86), The Middle East and North Africa (**an alarming 3.32**). The worst accident rate was recorded in Africa with 9.94 hulls lost per million flights - a sad increase from 2.12 in the previous year.

Overall, however, the accident rate involving both, Eastern and Western-built jets dropped from 109 in 2008 to 90 in 2009. Incidents involving the runway accounted for 26% of the total number in 2009. Even though the numbers are positive, **there is always plenty of room for improvement**.

As Mr. Giovanni Bisignani, the Director of IATA noted, **“every fatality is a human tragedy that reminds us of the ultimate goal of zero accidents and zero fatalities.”**

NTSB Chairman Warns Of Dangers From Fatigue

Cites Lack Of Good Diagnostic Tools For Personal Limits

NTSB Chairman Deborah A.P. Hersman encouraged the sleep research and healthcare community to continue their efforts to **educate transportation policy makers** of the dangers of fatigue in all modes of transportation. Speaking before the annual conference of the National Sleep Foundation in Washington, DC, Chairman Hersman remarked that fatigue has been a concern for the Board since the creation of the agency in 1967 and it has been an issue on the Board's Most Wanted List of Transportation Safety Improvements since the list was established in 1990.

"The work of the National Sleep Foundation and other organizations and individuals is critical to improving transportation safety policy," said Hersman. **"The NTSB is interested and willing to partner with you in developing a greater awareness of fatigue."**

Hersman highlighted a number of accident investigations across all transportation modes that included fatigue as the probable cause or a contributing factor to accidents. As a result, the Board has made safety recommendations that range from deploying fatigue detection systems to reduce the occurrence of accidents to installing electronic on-board recorders that collect and maintain hours of service data on vehicle operators.

"We can't always prove fatigue as a cause of an accident, but the frequency with which we now routinely document the presence of fatigue-related factors in transportation operations **is alarming**," Hersman stated.

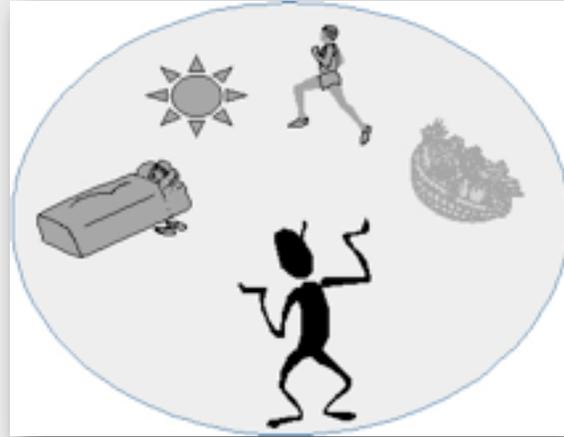
Hersman remarked that while there are still no definitive tools to conclusively identify the degree to which a person is fatigued, the major challenge is to ensure that **all those in transportation report to work rested and fit for duty** -- for their own safety and for the safety of those they are transporting.



FMI: <http://www.nts.gov/speeches/hersman/daph100305.html>

How to Beat the Clock on Fatigue Management

Many shiftworkers tend to be grumpier, more negative and more cynical than day workers, says psychologist Don Melnychuk. While practically any shiftworker could explain that behavior in three words—**lack of sleep**—is help available. “Humans were designed to get up at sunrise and go to bed at sunset. Shiftwork just literally **beats up your circadian (body clock) system**,” says Melnychuk, a consultant and trainer with Nadon Consulting Ltd. in Edmonton, AB.



Sleep deprivation, either through not sleeping long enough or from having interrupted sleep, is a major cause of injuries and fatalities, either on the job or while driving to or from work.

Melnychuk says a sleep-starved brain **“doesn’t care where you are. It will shut you down.”**

The result may involve a frightening micro-sleep, often experienced among fatigued drivers. The person actually falls asleep for a few seconds and awakens to the sound of blaring horns or vibration caused by driving over a rumble strip on the road’s shoulder.

Sadly, some micro-sleepers never awaken because they are killed in car wrecks.

“The consequences of fatigue,” says Melnychuk, “include decreased alertness, slowed reaction time, high error rate, failure to respond, poor communication, nodding off, below standard performance, reduced motivation, impaired judgment, poor decision making, reduced short-term memory and an increased tendency for risk taking.”

Melnychuk offers the **following advice to supervisors** to pass on to workers who may be fighting fatigue on the job, especially between **2 and 4 p.m.** and during early morning hours, when alertness dips and people struggle to stay awake:

* **Start the morning with a good breakfast.** Eat a snack two to three hours later to stabilize blood sugar levels. Skipping breakfast causes a larger energy slump between 2 and 4 p.m.

* **Don't eat too much at lunchtime** and avoid high-fat meals. Large meals increase the urge to sleep.

* **Drink a glass or two of water** periodically to stay hydrated.

* **Try to go for a brisk walk** and get some fresh air during the 2-4 p.m. slump time.

* **If management will allow it,** tasks that require precise concentration should be scheduled outside the 2-4 p.m. and 2-5 a.m. periods.

Some companies permit workers to **take a 15-20 minute power nap** during a shift. According to Melnychuk, a power nap yields two hours of high productivity.

Pilot “Refusal To Take A Mandatory Drug Test” Wins Appeal

United States Court of Appeals in the District Of Columbia has overturned the National Transportation Safety Board (NTSB) decision to revoke Dr. Pasternack's pilot and instructors certificates. The court vacated the Board's decision and remand for further proceedings consistent with the courts opinion. Dr. Fred Pasternack was a part-time pilot with Northeastern Aviation.

Northeastern Aviation has a **drug policy that requires random drug check** on all personnel. In June 2007, Northeastern Aviation notified Pasternack that he had been randomly selected for drug testing.

Pasternack reported to the company's drug testing facility, LabCorp collection site to give a urine sample. However, Pasternack **was unable to provide a sufficient quantity of urine for the test.**



He was informed he would need to remain at the collection site until he could produce enough urine to perform the test.

Pasternack informed the lab technician, Theresa Montalvo, that he was unable to stay due to committed appointments that he had made. He left but returned back to LabCorp within two hours to complete the urine test. LabCorp provided the employer with a copy of the results which indicated Pasternack passed the drug test and had left the drug testing facility and returned two hours later to complete the exam. The employer reported this to the FAA.

The FAA, initiated an investigation and concluded that because Pasternack left LabCorp collection site, the FAA viewed this **act as a refusal to take a mandatory drug test** resulting in the FAA revoking Pasternack's airline transport pilot and flight instructor certificate and his ground instructor certificate.

Pasternack appealed his case before the NTSB board. The Board reviewed the case, heard arguments and concluded in favor of the FAA. The Board observed that Pasternack's undisputed conduct the fact he had "left the test site without providing an adequate urine sample and before the testing process had been completed" – qualified as a refusal under the plain language of § 40.191(a)(2).

What Is A Refusal To Take A DOT Drug Test (In Brief)

40.191 - (a) As an employee, you have refused to take a drug test if you: (1) Fail to appear for any test within a reasonable time, as determined by the employer, after being directed to do so by the employer. This includes the failure of an employee to appear for a test when called. (2) Fail to remain at the testing site until the testing process is complete; Provided, That an employee who leaves the testing site before the testing process commences for a pre-employment test is not deemed to have refused to test; (3) Fail to provide a urine specimen for any drug test required by this part or DOT agency regulations; Provided, That an employee who does not provide a urine specimen because he or she has left the testing site before the testing process commences for a pre-employment test is not deemed to have refused to test;

(c) As an employee, if you refuse to take a drug test, you incur the consequences specified under DOT agency regulations for a violation of those DOT agency regulations.

(d) As a collector or an MRO, when an employee refuses to participate in the part of the testing process in which you are involved, you must

terminate the portion of the testing process in which you are involved, document the refusal on the CCF (including, in the case of the collector, printing the employee's name on Copy 2 of the CCF), immediately notify the DER by any means (e.g., telephone or secure fax machine) that ensures that the refusal notification is immediately received. As a referral physician (e.g., physician evaluating a shy bladder condition or a claim of a legitimate medical explanation in a validity testing situation), you must notify the MRO, who in turn will notify the DER.

(1) As the collector, you must note the refusal in the Remarks line (Step 2), and sign and date the CCF.

Pasternack filed an appeal with United States Court of Appeals in the District Of Columbia. The NTSB's case hung on Pasternack refusal to complete his drug test. Pasternack, "left the test site without providing an adequate urine sample and before the testing process had been completed" – qualified as a refusal under the plain language of § 40.191(a) (2).

Pasternack argued that he did not refuse to take the exam, **he was not informed that if he left the testing site it would be considered a refusal to take the exam.** The lab technician indicated that she did not believe Pasternack's departure as a refusal to take the test.

The FAA and the NTSB argued the Pasternack had been trained as a medical review officer. Pasternack, "should have been familiar with the requirement that an employee may not leave the collection site during a random drug test."

The court of appeals three member judges on February 26, 2010 remanded the case for further proceedings consistent with the courts opinion.

http://avstop.com/news_march_2010/court_of_appeals_faa_ntsb_vs_pasternack.pdf

New Name for General Aviation Safety Publication

Federal Aviation Administration

March 1 – Starting with the March/April 2010 issue, FAA Aviation News is **changing its name to FAA Safety Briefing.** "We're changing the name to more accurately reflect the magazine's mission: safety," said John Allen, Director, FAA Flight Standards Service. "As for the word briefing," Allen added, "briefings are used in health care, in the military, and in aviation,

and are essential to get crucial information before the flight. That's the point of FAA Safety Briefing: Providing pilots, **aviation maintenance technicians**, and more across the general aviation community with valuable safety information."

FAA Aviation News started in 1961 as a newsletter and expanded to a magazine format in 1962. In 1976, it sharpened its focus on general aviation. "Through this bimonthly print and online publication we strive to make the GA community aware of FAA resources, help readers understand safety and regulatory issues, and encourage continued training," said Editor Susan Parson. FAA Safety Briefing is available free of charge on the FAA Web site at: www.faa.gov/news/safety_briefing. Check out the March/April 2010 issue, which features the FAA Safety Team (FAASTeam) and its role promoting safer skies through outreach, training, and education.



http://www.faa.gov/news/safety_briefing

Sometimes it's smarter not to have all the answers

Digging Out of the Answer-Person Hole

There are times when a leader must refrain from giving advice and offering opinions; yet such restraint is difficult. After all, you're paid to provide....aren't you? So you don't pause to consider, in the moment, about whether it's appropriate to give your opinions and advice.



When asked, your mouth opens and you speak your truth **without considering the consequences**.

And so it continues. Opinions and advice are provided, and your staff keeps coming back to ask for more. You're wearing down under the burden of being the person with all the knowledge. **You've dug yourself into the answer-person hole** and it seems too deep to climb out of. To quote an old

commercial, “It’s a vicious cycle!” Do you really want to work this hard?

It’s flattering, but is it wise? It’s certainly flattering to give your advice and opinions. Excuses I often hear from leaders for doing so are, “they asked me for my opinion” or “my staff expects me to tell them.” Stop and consider if this habit of is really serving you and your staff at this time and for this situation.

The truth is that leaders must give advice and opinions. The wisdom to be learned in this **is discernment about when to give answers and when to guide (or coach).**

Less-experienced staff may need more from you; your opinions and advice will be valuable as they are learning about the organization and your expectations. As they learn and develop, **you will need to let go** and let them grow by guiding (coaching) them, rather than providing your solutions.

Support your staff in finding their own solutions

When you support your staff in developing their own solutions and opinions, you’ve not only supported their growth, but you also **free up yourself** to do work that has a higher priority for you and your organization.

So before you spout off those solutions and opinions, ask yourself:

- * How does it serve me and those I lead at this time to be the answer person?

- * What does this situation call for?

- o Is my advice and opinion needed, or

- o Do I need to guide them instead?

It’s freeing to help others find their own solutions. Your staff wants to develop and discover the best ways that they can serve the organization, and you want to dig your way out of the answer-person hole. Perhaps now is the time to consider **“guiding”** rather than **“telling”**.