WEBVTT

1
00:00:00.300 --> 00:00:03.700
For getting back together in person is is critically

2
00:00:03.700 --> 00:00:06.600
important. So hopefully you maybe had made some

3
00:00:06.600 --> 00:00:09.200
had some discussions out in the Breezeway there

4
00:00:09.200 --> 00:00:12.100
on the topics that we covered up to this point.

5
00:00:12.100 --> 00:00:15.800
And I must say you're to be commended for your

6
00:00:15.800 --> 00:00:18.400
engagement that shows good safety leadership and

7
00:00:18.400 --> 00:00:21.400
and good culture within this

8
00:00:21.400 --> 00:00:24.200
very Ballroom. So Rod had a good idea. He

9
00:00:24.200 --> 00:00:28.100
wanted to go back and briefly take a look and recap on this. How

10
00:00:27.100 --> 00:00:30.300
do we cultivate positive safety culture peace

11
00:00:30.300 --> 00:00:34.200
before we move on to the more academic portion of our material for

12
00:00:33.200 --> 00:00:36.100
the day. So with that I'm going to turn it over

13
00:00:36.100 --> 00:00:36.900
to rod.

14
00:00:38.800 --> 00:00:41.500
Okay, so we just

15
00:00:41.500 --> 00:00:44.400
so that we didn't waste our time and just let this

16
00:00:44.400 --> 00:00:47.700
go away. We eventually going to post these and on the wall somewhere. So

17
00:00:47.700 --> 00:00:50.900
for you to have reference later on the exercises,

18
00:00:50.900 --> 00:00:51.900
but we needed to

19
00:00:52.800 --> 00:00:55.800
Captivate what you said and review it

20
00:00:55.800 --> 00:00:58.100
before we go on to the next topic. So how do

21
00:00:58.100 --> 00:01:01.400
you cultivate so so the things that were mentioned

22
00:01:01.400 --> 00:01:03.500
recognition reinforcement

23
00:01:04.500 --> 00:01:05.800
positive reinforcement

24
00:01:06.900 --> 00:01:09.200
leadership from the from the top from the front

25
00:01:09.200 --> 00:01:09.500
office.

26
00:01:10.800 --> 00:01:13.100
leaders walked walk the talk

27
00:01:24.900 --> 00:01:27.200

cost us cost of safety versus

28
00:01:27.200 --> 00:01:27.600
accident

29
00:01:28.900 --> 00:01:30.300
modeling safety culture

30
00:01:31.300 --> 00:01:32.700
well informed leaders

31
00:01:33.700 --> 00:01:35.600
can't impose culture.

32
00:01:36.300 --> 00:01:37.900
leaders and influences

33
00:01:38.700 --> 00:01:38.900
point

34
00:01:40.300 --> 00:01:44.400
higher to promote culture and then Sunny you

35
00:01:44.400 --> 00:01:45.000
had a couple there.

36
00:01:48.100 --> 00:01:51.200
So what Rod's really doing is this competition maybe he wants to

37
00:01:51.200 --> 00:01:54.200
show that they got more how much than we did. So so we need to get more

38
00:01:54.200 --> 00:01:57.100
comments on this. So speaking of the question that let me just

39
00:01:57.100 --> 00:02:01.000
make a point here that the we're right on our

40
00:02:00.100 --> 00:02:03.700
my right. We're right side heavy right now on comments. Okay,

41
00:02:03.700 --> 00:02:06.500
so we need to balance it out on the left side on my

42
00:02:06.500 --> 00:02:09.000
left. Okay. So let's just see if we can improve that.

43
00:02:11.400 --> 00:02:14.700
That's it. So so on our

44
00:02:14.700 --> 00:02:17.200
side. Well, we said we're ways to

45
00:02:17.200 --> 00:02:20.900
cultivate a positive safety culture some of the things we have or
basically

46
00:02:20.900 --> 00:02:23.000
positive reinforcement recognizing people for the kind of

47
00:02:23.600 --> 00:02:25.200
behaviors that you want in your organization.

48
00:02:26.200 --> 00:02:30.200
Having a dialogue with leadership interesting, you

49
00:02:29.200 --> 00:02:32.400
know, we would think that leaders will

50
00:02:32.400 --> 00:02:35.400
be out there really promoting the kind of culture that's needed.

51
00:02:35.400 --> 00:02:38.400
But then if they are or they're

52
00:02:38.400 --> 00:02:41.100
not I mean, how do you have that dialogue? What's that dialogue look like

53
00:02:41.100 --> 00:02:44.400
and I think that ties into the next comment where good safety

54

00:02:44.400 --> 00:02:48.100
is good business leadership understands business right there. They're

55
00:02:47.100 --> 00:02:50.500
in the business to make sure business grows and business

56
00:02:50.500 --> 00:02:51.300
successful.

57
00:02:52.200 --> 00:02:55.200
So what we need to have that conversation is how to safety fit in

58
00:02:55.200 --> 00:02:58.300
it's a core value just like financials, right? You would never have a

59
00:02:58.300 --> 00:03:01.500
business that doesn't have quarterly financial analysis monthly financial

60
00:03:01.500 --> 00:03:04.500
analysis acute financial analysis to

61
00:03:04.500 --> 00:03:07.400
make sure that the health of that company is Rock Solid same with

62
00:03:07.400 --> 00:03:10.500
safety in this needs to be respected as a core value. So if

63
00:03:10.500 --> 00:03:13.300
we can have that kind of conversation, we're good safety is good
business.

64
00:03:13.300 --> 00:03:14.800
That's what we need to develop into.

65
00:03:16.400 --> 00:03:19.500
We want to lead by example. This is everybody not just top

66
00:03:19.500 --> 00:03:22.200
not just the front office, but the influencers I

67
00:03:22.200 --> 00:03:25.300

like that the influencers are brought up turbo brought

68
00:03:25.300 --> 00:03:28.800
that it's absolutely true. You have your appointed leaders and then you
have those influencers

69
00:03:28.800 --> 00:03:31.200
and if you can get the influencers on board, you can

70
00:03:31.200 --> 00:03:33.300
really get some great mileage out of your efforts.

71
00:03:35.600 --> 00:03:38.200
Consulted and informed I think when you look at this chart over here

72
00:03:38.200 --> 00:03:42.000
where you go from pathological to generative. There's two words that are

73
00:03:41.500 --> 00:03:44.100
synonymous to this this pathway and that's

74
00:03:44.100 --> 00:03:47.200
trust and information. The reason why

75
00:03:47.200 --> 00:03:51.400
we're doing all this is to get information so we can make better
decisions data-driven

76
00:03:50.400 --> 00:03:53.200
decisions, right? We cannot get this

77
00:03:53.200 --> 00:03:56.000
information unless there's trust that the information can be

78
00:03:56.400 --> 00:03:57.200
shared without punishment.

79
00:03:58.300 --> 00:04:01.300
So if you want to replace or or think of

80
00:04:01.300 --> 00:04:04.700

two words information and trust and so

81
00:04:04.700 --> 00:04:07.200
we want to be consulted. We want to be brought into

82
00:04:07.200 --> 00:04:10.600
the conversation. Who's we everybody everybody needs

83
00:04:10.600 --> 00:04:14.300
to feel like they're part of it and to be informed as

84
00:04:13.300 --> 00:04:16.300
a team and we can impose

85
00:04:16.300 --> 00:04:19.400
a culture. I think we all know that can't just shove it down some ice

86
00:04:19.400 --> 00:04:22.100
throat or wedge it into an organization. That doesn't want

87
00:04:22.100 --> 00:04:22.400
it.

88
00:04:23.700 --> 00:04:26.700
I like the idea that culture shifting happens. That's that climate

89
00:04:26.700 --> 00:04:29.400
change. That happens is contextual. What's the

90
00:04:29.400 --> 00:04:32.700
what's the goal this week? What's the goal this month? What kind

91
00:04:32.700 --> 00:04:35.200
of challenges that putting on the organization is this

92
00:04:35.200 --> 00:04:39.000
when we're going to take the shortcuts so that we can make business, right? So

93
00:04:38.300 --> 00:04:41.500
culture shifting is real. We

94
00:04:41.500 --> 00:04:44.500
need to analyze it and say hey it's happening. Looks like

95
00:04:44.500 --> 00:04:47.000
we're shifting a little bit. Let's talk about it. Are we going to

96
00:04:47.100 --> 00:04:50.600
hold dear and hold and Brace our real true culture of

97
00:04:50.600 --> 00:04:53.400
safety or operational risk management

98
00:04:53.400 --> 00:04:55.700
if the word safety doesn't work for you too. Well,

99
00:04:56.500 --> 00:04:59.200
I love this one too. The greybeards versus the younger

100
00:04:59.200 --> 00:05:01.900
influencers that goes along with again. What turbo brought up.

101
00:05:02.700 --> 00:05:05.400
You know, everybody has a role

102
00:05:05.400 --> 00:05:08.500
to play definitely the greybeards have their role to play and

103
00:05:08.500 --> 00:05:11.800
so do the younger influencers we

104
00:05:11.800 --> 00:05:14.400
talked about this before went on the break all this program break.

105
00:05:14.400 --> 00:05:17.700
Well documented policy process procedures can help it will

106
00:05:17.700 --> 00:05:21.100
these things will help you enable a

107

00:05:20.100 --> 00:05:23.400
positive safety culture done wrong though.

108
00:05:23.400 --> 00:05:26.800
They will restrict a positive safety culture. So take

109
00:05:26.800 --> 00:05:29.400
your time when you're developing these policies don't know

110
00:05:29.400 --> 00:05:32.300
Rush policy out the door too quickly. It's definitely if

111
00:05:32.300 --> 00:05:35.200
you have procedures or processes that don't work

112
00:05:35.200 --> 00:05:37.400
for you. These are the things that need to be highlighted.

113
00:05:38.300 --> 00:05:41.100
In the last one we have written here and I have to

114
00:05:41.100 --> 00:05:44.400
admit I missed a couple because when I was riding with my back turned I

115
00:05:44.400 --> 00:05:47.300
know there were a couple comments there and I didn't hear it and and the left

116
00:05:47.300 --> 00:05:50.100
side grabbed the microphone again, and we won't let that

117
00:05:50.100 --> 00:05:53.300
happen. But you got to have the willpower to make this happen. You know,

118
00:05:53.300 --> 00:05:56.900
this is not easy. Sometimes it takes courage.

119
00:05:56.900 --> 00:05:59.400
It takes will power to say look this is

120
00:05:59.400 --> 00:06:02.200

our culture and we will stand firm and do it

121
00:06:02.200 --> 00:06:05.300
right instead of doing it quickly and do

122
00:06:05.300 --> 00:06:08.500
it together. So that's it. These are the comments we have for how

123
00:06:08.500 --> 00:06:11.400
do you cultivate that just like the recap that what Tom

124
00:06:11.400 --> 00:06:15.000
said at the beginning we are not the experts. I

125
00:06:14.300 --> 00:06:17.100
mean, we you may think that we have

126
00:06:17.100 --> 00:06:18.400
been at the expertise is over there.

127
00:06:19.100 --> 00:06:22.200
I mean we don't have the right answers. We don't have the right

128
00:06:22.200 --> 00:06:22.800
we have.

129
00:06:23.700 --> 00:06:26.400
We have experience but we don't have the right answers

130
00:06:26.400 --> 00:06:28.900
in a lot of times it comes from you.

131
00:06:29.800 --> 00:06:32.900
So you have your ideas this is a very valuable comments.

132
00:06:32.900 --> 00:06:35.300
That's why we're going to post them on the wall for you to

133
00:06:35.300 --> 00:06:38.400
have reference when you do exercises in in the after

134
00:06:38.400 --> 00:06:38.600
lunch.

135
00:06:40.400 --> 00:06:43.200
Just a quick story on generative. You see

136
00:06:43.200 --> 00:06:47.300
safety scene is a profit Center short story.

137
00:06:47.300 --> 00:06:50.300
One of the better briefings that I heard was from the chief

138
00:06:50.300 --> 00:06:53.500
of safety a Sikorsky many many years ago at an

139
00:06:53.500 --> 00:06:57.100
event in Pittsburgh and he described how he actually created a

140
00:06:57.100 --> 00:07:00.200
spreadsheet where he could calculate return on investment as

141
00:07:00.200 --> 00:07:03.900
I mentioned earlier and what he did he was not he

142
00:07:03.900 --> 00:07:06.400
was not a pilot. He was not a flight test

143
00:07:06.400 --> 00:07:08.600
guy. He was a pharmaceutical doc.

144
00:07:09.600 --> 00:07:12.100
But he was a safety practitioner and what he did is

145
00:07:12.100 --> 00:07:16.200
he went to all of the healthcare providers that provide

146
00:07:15.200 --> 00:07:19.200
services to the Sikorsky employees

147
00:07:18.200 --> 00:07:21.600

and he looked for what were the

148
00:07:21.600 --> 00:07:24.100
high Mark cost events in terms

149
00:07:24.100 --> 00:07:25.000
of injuries?

150
00:07:25.800 --> 00:07:28.100
And so he saw some spikes in this

151
00:07:28.100 --> 00:07:31.200
and it was specifically repetitive use injury on

152
00:07:31.200 --> 00:07:34.400
a specific tool. I don't know if it was buck and rivets or doing some sort

153
00:07:34.400 --> 00:07:37.500
of function on the shop floor where people were getting carpal

154
00:07:37.500 --> 00:07:37.700
tunnel.

155
00:07:39.300 --> 00:07:43.100
So they changed the frequency of use

156
00:07:42.100 --> 00:07:45.400
they changed the position of the tool. They made some modifications

157
00:07:45.400 --> 00:07:48.700
to the tool and he said well here is five million

158
00:07:48.700 --> 00:07:51.400
dollars worth of savings. There's your safety

159
00:07:51.400 --> 00:07:52.400
return on investment.

160
00:07:53.600 --> 00:07:54.700
Thank you for my bonus money.

161
00:07:56.500 --> 00:07:59.400
Right and sometimes that's that's what you have to show.

162
00:08:00.300 --> 00:08:03.400
It can be hard work and you're probably

163
00:08:03.400 --> 00:08:04.700
sitting here thinking well, how am I going to do?

164
00:08:05.100 --> 00:08:08.400
The flight test environment. Well, I think there are ways and

165
00:08:08.400 --> 00:08:11.400
we'll explore those throughout the day we want you to keep keep looking

166
00:08:11.400 --> 00:08:14.700
through that lens because we're going to try to bring this from just

167
00:08:14.700 --> 00:08:18.400
the purely agnostic safety environment to

168
00:08:18.400 --> 00:08:21.800
our flight test environment. And what we do is individual contributors

169
00:08:21.800 --> 00:08:24.300
or influencers can do

170
00:08:24.300 --> 00:08:27.200
to make sure that we're extracting risk out of the operations that are

171
00:08:27.200 --> 00:08:30.400
unique to us, right and we shoulder the

172
00:08:30.400 --> 00:08:33.300
abundance of elevated risk in operations for many

173
00:08:33.300 --> 00:08:36.000
of our organizations. And so that's why this is important.

174

00:08:37.700 --> 00:08:40.500
Are we good rod, that was a good exercise again?

175
00:08:40.500 --> 00:08:43.400
Thank you for your input team. I think you can take a pause.

176
00:08:43.400 --> 00:08:46.700
We're going to step through some of this academic material. I

177
00:08:46.700 --> 00:08:49.500
just wanted to bring to your attention some of the the more contemporary

178
00:08:49.500 --> 00:08:49.900
references.

179
00:08:52.300 --> 00:08:55.200
I'm not going to spend a lot of time on this because it's available to

180
00:08:55.200 --> 00:08:58.600
you. I've tried like I said to put a lot of this onto website, but

181
00:08:58.600 --> 00:09:01.200
it is good reading a lot. I'm not advancing for some

182
00:09:01.200 --> 00:09:03.700
reason. Can we go? I'm sorry. I got ahead of you.

183
00:09:04.800 --> 00:09:07.200
I got to go back. I want to show you this document here. So this

184
00:09:07.200 --> 00:09:10.400
is the icao Safety Management manual. It's a good document.

185
00:09:10.400 --> 00:09:13.100
This is the 2018 fourth edition. I think

186
00:09:13.100 --> 00:09:13.700
it was the fourth.

187
00:09:14.800 --> 00:09:17.100
a sunny can correct me

188
00:09:17.100 --> 00:09:20.200
if I'm wrong because he served it I back but there's some really

189
00:09:20.200 --> 00:09:22.400
good information in here in terms of

190
00:09:24.600 --> 00:09:27.300
definitions and I'm going to show you some tables here

191
00:09:27.300 --> 00:09:30.600
in a minute that I found that we're really useful, but we'll

192
00:09:30.600 --> 00:09:31.000
step through this.

193
00:09:32.100 --> 00:09:33.800
Here's how they Define culture.

194
00:09:35.200 --> 00:09:38.200
And what you see here is a lot of management involvement and think

195
00:09:38.200 --> 00:09:41.600
about this one of the things that I've observed that there's a there tends

196
00:09:41.600 --> 00:09:44.600
to be or can be a disconnect between very very high senior

197
00:09:44.600 --> 00:09:47.400
level leadership and the front line workers.

198
00:09:47.400 --> 00:09:50.600
And what is that mental area the managers and a

199
00:09:50.600 --> 00:09:53.100
lot of times it's the managers that are holding the gun to

200
00:09:53.100 --> 00:09:56.100
the head to manage or maintain schedule.

201
00:09:58.400 --> 00:10:01.200
Right, and if that's not checked then bad things can happen and

202
00:10:01.200 --> 00:10:02.900
this is not just a quality issue.

203
00:10:03.800 --> 00:10:07.000
You got damage events. You people getting hurt that's a

204
00:10:06.200 --> 00:10:09.400
safety issue. And if

205
00:10:09.400 --> 00:10:12.400
we want to have a conversation later at the bar about qms and

206
00:10:12.400 --> 00:10:15.700
SMS happy to do that. But to me, they have many similarities,

207
00:10:15.700 --> 00:10:18.900
but they are distinctly different but I don't decouple

208
00:10:18.900 --> 00:10:21.600
the two I think it's important to keep the two tightly coupled.

209
00:10:26.200 --> 00:10:29.500
We talked about the value proposition and I

210
00:10:29.500 --> 00:10:32.300
think that's captured. Well in some of

211
00:10:32.300 --> 00:10:36.700
these things right we talked about the individual contributors
understanding

212
00:10:35.700 --> 00:10:38.900
the risk that the organization faces

213
00:10:38.900 --> 00:10:41.100
and they're willing to talk about

214

```
00:10:41.100 --> 00:10:41.500
them.

215
00:10:42.500 --> 00:10:44.300
And they're willing to challenge the norms.

216
00:10:46.100 --> 00:10:49.000
Which I think is important that sets a good that to me.

217
00:10:49.200 --> 00:10:52.700
It's reflective of a good culture and the Auditors will tell

218
00:10:52.700 --> 00:10:55.400
you that when they go into an organization. They start talking

219
00:10:55.400 --> 00:10:58.100
to people. This is the kind of thing that they're going

220
00:10:58.100 --> 00:10:58.700
to be asking.

221
00:10:59.700 --> 00:11:03.200
How do you feel about your contribution to the safety system? Do

222
00:11:02.200 --> 00:11:05.900
you feel compelled to report both as

223
00:11:05.900 --> 00:11:09.700
an obligation and an awesome responsibility

224
00:11:09.700 --> 00:11:12.300
in terms of the work that you do and in Flight

225
00:11:12.300 --> 00:11:14.600
testing to me that is critically important.

226
00:11:15.800 --> 00:11:19.100
To have a reporting culture if we can't have vigorous

227
00:11:18.100 --> 00:11:21.500
dialogue within our flight test organizations than to
```

228
00:11:21.500 --> 00:11:23.900
me. We're not doing business as good as we could.

229
00:11:27.600 --> 00:11:29.300
consistent assessing

230
00:11:30.700 --> 00:11:33.200
Of the related behaviors to the organization. So you

231
00:11:33.200 --> 00:11:36.300
see there's monitoring going on here. And that's a key

232
00:11:36.300 --> 00:11:39.400
takeaway. So I know this is hard to read again. It's in

233
00:11:39.400 --> 00:11:42.900
your smartpaks and it's also the PDF is available on the website. All

234
00:11:42.900 --> 00:11:44.100
I want to do is point out.

235
00:11:44.900 --> 00:11:47.200
That in this table, I like

236
00:11:47.200 --> 00:11:50.500
this because it shows the quality that we're talking about in

237
00:11:50.500 --> 00:11:52.900
terms of safety positive safety culture.

238
00:11:53.600 --> 00:11:56.900
But it shows enablers and disablers.

239
00:11:59.300 --> 00:12:01.700
So you can step through this much like Pat Hudson's.

240
00:12:02.400 --> 00:12:05.100
Slide from pathological to generative and you can

241

00:12:05.100 --> 00:12:08.300
kind of see well the commitment to safety and you can see things

242
00:12:08.300 --> 00:12:11.400
that that work against it as well as the enabler. So

243
00:12:11.400 --> 00:12:14.200
if you're working in this domain you have some things that

244
00:12:14.200 --> 00:12:17.200
you can perhaps talk about. You don't have to chip a

245
00:12:17.200 --> 00:12:18.600
new wheel. It's all right here.

246
00:12:22.400 --> 00:12:25.700
So you see all these different things. There's Behavior with respect

247
00:12:25.700 --> 00:12:26.400
to safety.

248
00:12:27.500 --> 00:12:28.400
information sharing

249
00:12:29.700 --> 00:12:32.400
we talked about that communication both up and down and

250
00:12:32.400 --> 00:12:32.900
across.

251
00:12:34.700 --> 00:12:36.500
What kind of reporting culture do you have?

252
00:12:37.900 --> 00:12:40.400
And then somebody brought up trust which to me is huge

253
00:12:40.400 --> 00:12:43.200
if we don't have trust is an underpinning in the

254
00:12:43.200 --> 00:12:44.500
culture than

255
00:12:45.200 --> 00:12:48.100
We're going to be walking around wondering who's got our back.

256
00:12:49.200 --> 00:12:52.600
Right and it's not a comfortable feeling to be in and if

257
00:12:52.600 --> 00:12:55.700
we you want to have a conversation about psychological

258
00:12:55.700 --> 00:12:58.600
safety or emotional intelligence Sunny is

259
00:12:58.600 --> 00:12:58.800
your guy.

260
00:13:00.100 --> 00:13:03.200
But it's very interesting. And in my view. This is kind of

261
00:13:03.200 --> 00:13:06.200
the next domain for you know, real good

262
00:13:06.200 --> 00:13:09.500
safety is talking about the human element in all

263
00:13:09.500 --> 00:13:13.200
this in psychological safety. If the individual feels safe

264
00:13:12.200 --> 00:13:16.000
safe to report safe from

265
00:13:15.600 --> 00:13:18.300
from threats physical threats Etc.

266
00:13:18.300 --> 00:13:21.600
You will have that influencer that

267
00:13:21.600 --> 00:13:24.300
I think Sunny is talking about so he and I have been kind of

268

00:13:24.300 --> 00:13:27.100
on a bit of a conference Trail and and now we're

269
00:13:27.100 --> 00:13:30.600
exploring this with different individuals that are doing PhD level

270
00:13:30.600 --> 00:13:33.900
work in this domain and it's quite fascinating actually and

271
00:13:33.900 --> 00:13:36.700
it's not just about the end, you know, and individuals

272
00:13:36.700 --> 00:13:40.200
feeling of safety. It's everything

273
00:13:39.200 --> 00:13:43.100
it's it's about diversity. It's all

274
00:13:42.100 --> 00:13:46.100
kinds of things wrapped into this thing

275
00:13:45.100 --> 00:13:47.500
that we call psychological safety.

276
00:13:49.000 --> 00:13:49.400
Okay.

277
00:13:51.600 --> 00:13:54.700
Organizations may choose to assess their safety. So

278
00:13:54.700 --> 00:13:57.400
again, this is something that we brought up

279
00:13:57.400 --> 00:14:00.900
whether an organization can can effectively assess themselves.

280
00:14:01.800 --> 00:14:04.400
And I do find some value in doing some sort

281
00:14:04.400 --> 00:14:07.300
of continuous assessing now how

282
00:14:07.300 --> 00:14:10.200
you do that is important. You want

283
00:14:10.200 --> 00:14:13.300
to make sure that you have qualified people to do this and you don't you
want

284
00:14:13.300 --> 00:14:16.700
to be objective while you're doing it but I

285
00:14:16.700 --> 00:14:20.500
think we all agree that external auditing is important

286
00:14:19.500 --> 00:14:22.400
have somebody outside your

287
00:14:22.400 --> 00:14:25.200
organization coming in and taking a look one thing. I did want

288
00:14:25.200 --> 00:14:29.300
to mention I brought it up earlier and this document 9859

289
00:14:28.300 --> 00:14:31.900
mentions this as well that some

290
00:14:31.900 --> 00:14:32.600
bullet d

291
00:14:33.900 --> 00:14:37.100
Change in Senior Management or altered industrial

292
00:14:36.100 --> 00:14:38.100
relations arrangement.

293
00:14:38.700 --> 00:14:41.500
Change in organization is a trigger

294
00:14:41.500 --> 00:14:41.800
event.

295
00:14:43.200 --> 00:14:46.400
For assessing a change in your safety risk Baseline

296
00:14:46.400 --> 00:14:49.000
according to one of the standards that we're going to talk about.

297
00:14:50.300 --> 00:14:53.500
So there are other things too that's in that there's a full page in

298
00:14:53.500 --> 00:14:56.800
the standard. I'm going to mention here shortly that talk

299
00:14:56.800 --> 00:14:57.400
about these things.

300
00:14:58.700 --> 00:15:01.300
But you can see that that's important. If you're not taking a

301
00:15:01.300 --> 00:15:04.500
look at that and taking the opportunity to evaluate

302
00:15:04.500 --> 00:15:07.000
these changes against your safety system.

303
00:15:08.700 --> 00:15:08.900
now

304
00:15:09.700 --> 00:15:12.400
we already started mentioning some of the tools available

305
00:15:12.400 --> 00:15:15.400
me personally, I wouldn't recommend

306
00:15:15.400 --> 00:15:18.100
doing any auditing or assessing without preceding it with

307
00:15:18.100 --> 00:15:19.000
some sort of survey.

308
00:15:20.100 --> 00:15:20.700

That's just me.

309
00:15:22.400 --> 00:15:25.000
We've established one of those it my company

310
00:15:25.400 --> 00:15:28.900
kind of as a first go of it that drives more

311
00:15:28.900 --> 00:15:31.100
into culture questions. And I

312
00:15:31.100 --> 00:15:34.500
think that's very effective again. It's the

313
00:15:34.500 --> 00:15:38.200
view from the employee that's critical here and how

314
00:15:37.200 --> 00:15:38.600
they feel.

315
00:15:39.300 --> 00:15:42.600
We talked about the interviews and then just observations is Rod

316
00:15:42.600 --> 00:15:45.300
mentioned can pretty much sniff it out the minute

317
00:15:45.300 --> 00:15:45.900
you walk in the door.

318
00:15:48.100 --> 00:15:48.800
Sonny go ahead

319
00:15:50.800 --> 00:15:53.000
Claude can you turn on I don't know what number you are. Yeah.

320
00:15:54.600 --> 00:15:57.300
So even though we said earlier that you know, you probably won't

321
00:15:57.300 --> 00:16:00.000
get the most accurate assessment of your safety Culture by doing it

322
00:16:00.700 --> 00:16:03.800
yourself. You should still do it yourself, right? You don't not

323
00:16:03.800 --> 00:16:06.400
do it, right and so like even what Thomas showing

324
00:16:06.400 --> 00:16:09.300
there in chapter three of Doc 90.59 it's only seven pages long if

325
00:16:09.300 --> 00:16:12.100
you took that grid, there's enablers and disablers, right?

326
00:16:12.100 --> 00:16:15.300
And if you took that grid it just ask a question and the likert scale

327
00:16:15.300 --> 00:16:19.200
of one to five strongly agree versus strongly disagree that will

328
00:16:18.200 --> 00:16:21.400
give you a good internal self-assessment. How

329
00:16:21.400 --> 00:16:24.600
we doing, right? So we do expect when we audit companies

330
00:16:24.600 --> 00:16:27.500
how you assessing your own culture and and see some

331
00:16:27.500 --> 00:16:30.400
kind of indicators like that. But then

332
00:16:30.400 --> 00:16:33.000
again from an outside objective point of view,

333
00:16:33.300 --> 00:16:36.500
we can see things that you're blind to because you know, you're part of
the equation every

334
00:16:36.500 --> 00:16:36.700
day.

335

00:16:37.600 --> 00:16:40.700
That makes sense. Yeah, and what typically

336
00:16:40.700 --> 00:16:43.300
happens during a lot of these assessments. Well, you

337
00:16:43.300 --> 00:16:46.200
get a team that comes in and what do they do? They Deep dive into your
documentation?

338
00:16:47.600 --> 00:16:50.200
Well, that is necessary. I mean, they should

339
00:16:50.200 --> 00:16:53.400
take a look at your documentation. But that's that's not it

340
00:16:53.400 --> 00:16:56.700
shouldn't stop there and today audit in

341
00:16:56.700 --> 00:16:58.800
a larger organization to me just doesn't hack it.

342
00:16:59.300 --> 00:17:02.400
Really they need to be on site for for several

343
00:17:02.400 --> 00:17:04.100
days and probably have a small team doing it.

344
00:17:06.200 --> 00:17:09.400
I'm going to turn it over to Rod next for other means of

345
00:17:09.400 --> 00:17:12.300
measuring your safety culture that he wanted

346
00:17:12.300 --> 00:17:12.700
to bring out.

347
00:17:14.300 --> 00:17:17.200
Here's a little bit of a disagreement.

348
00:17:17.200 --> 00:17:20.600

But but let me explain there's really I don't

349
00:17:20.600 --> 00:17:23.600
think there is a disagreement because when I do artists

350
00:17:23.600 --> 00:17:24.600
I do I do a score.

351
00:17:25.300 --> 00:17:28.000
I used a handbook the game handbook.

352
00:17:28.500 --> 00:17:31.100
But it's not I don't use it

353
00:17:31.100 --> 00:17:34.300
by itself. I mean, I you I use

354
00:17:34.300 --> 00:17:36.600
it with the levels of culture that you have the

355
00:17:37.800 --> 00:17:40.300
that the other the other slide to

356
00:17:40.300 --> 00:17:41.200
show the levels of culture.

357
00:17:42.900 --> 00:17:45.800
So but just before you go to that this handbook

358
00:17:45.800 --> 00:17:48.900
is published by the flight safety Foundation is

359
00:17:48.900 --> 00:17:51.400
available in it. Appendix D

360
00:17:51.400 --> 00:17:55.400
has a way to do safety surveys questionnaires

361
00:17:54.400 --> 00:17:57.500
and it has a an algorithm

362
00:17:57.500 --> 00:18:00.600
a way to score your safety culture.

363
00:18:00.600 --> 00:18:03.800
Now when I out brief now we do this so so

364
00:18:03.800 --> 00:18:06.200
that's that's against what you he's getting a

365
00:18:06.200 --> 00:18:09.300
PhD on safety Culture by the way, so it's very hard

366
00:18:09.300 --> 00:18:12.600
to argue with with this point, but I but I do it but not

367
00:18:12.600 --> 00:18:13.200
in isolation.

368
00:18:14.400 --> 00:18:17.700
I do it and not in isolation because we do the surveys

369
00:18:17.700 --> 00:18:20.200
we do the interviews and we we do

370
00:18:20.200 --> 00:18:23.400
score because we send out the questionnaires are they they have

371
00:18:23.400 --> 00:18:26.500
each question a 20 questions I think is so

372
00:18:26.500 --> 00:18:29.300
it's scored one through five for each person in the in

373
00:18:29.300 --> 00:18:32.400
the organization and then you average out the whole thing and and they

374
00:18:32.400 --> 00:18:36.100
give you this handbook gives you a hand recommendation. If

375
00:18:35.100 --> 00:18:38.400

you fall here you you your score

376
00:18:38.400 --> 00:18:42.400
is good bad good or bad medium

377
00:18:41.400 --> 00:18:42.700
or good?

378
00:18:44.100 --> 00:18:47.800
But we also do it and we verify with

379
00:18:47.800 --> 00:18:50.600
the Auditors we get together before the

380
00:18:50.600 --> 00:18:53.300
outbreak even say is this true is this what

381
00:18:53.300 --> 00:18:56.000
you saw and we and we and we really

382
00:18:56.700 --> 00:18:59.400
evaluate against the levels of safety culture in the

383
00:18:59.400 --> 00:18:59.700
other side.

384
00:19:01.200 --> 00:19:02.700
So there is a method to do it.

385
00:19:03.900 --> 00:19:05.200
but with the caveat

386
00:19:06.500 --> 00:19:09.100
I'm not debating as Rod whether scoring should

387
00:19:09.100 --> 00:19:12.400
be done or not. Scoring is always done you get a score

388
00:19:12.400 --> 00:19:15.200
after you do these surveys that the threat is

389
00:19:15.200 --> 00:19:18.200
if you get a good score say hey check that box. Let's talk about something

390
00:19:18.200 --> 00:19:21.300
else. No it you're you're culture is something

391
00:19:21.300 --> 00:19:24.800
you always need to be vigilant about and always

392
00:19:24.800 --> 00:19:27.300
want to continually improve that's the idea but you

393
00:19:27.300 --> 00:19:30.300
scoring is always part of it. Yeah. So so at the

394
00:19:30.300 --> 00:19:34.100
end of an audit that and I do I I give them

395
00:19:33.100 --> 00:19:36.500
a scale of thing. You're you're green yellow or red,

396
00:19:36.500 --> 00:19:39.300
but we also tell them you're not there yet.

397
00:19:40.800 --> 00:19:43.300
You know this sounds like you're you're doing

398
00:19:43.300 --> 00:19:46.200
good, but but there's gaps and we give them a gap

399
00:19:46.200 --> 00:19:49.100
analysis to do to improve and get to

400
00:19:49.100 --> 00:19:49.500
100%

401
00:19:54.500 --> 00:19:58.600
are they do every time I've done it they do we get

402

00:19:58.600 --> 00:20:00.500
together the day before the

403
00:20:01.600 --> 00:20:04.200
the brief and we say is

404
00:20:04.200 --> 00:20:06.800
this true and and they do agree so far.

405
00:20:07.700 --> 00:20:08.200
They agree.

406
00:20:09.400 --> 00:20:12.100
Yeah, so good question.

407
00:20:14.100 --> 00:20:17.400
How do you control the message back into your organization when

408
00:20:17.400 --> 00:20:18.200
you communic?

409
00:20:19.800 --> 00:20:19.800
ating

410
00:20:22.800 --> 00:20:25.500
I just wait for the Mike. I can't hear your question.

411
00:20:27.400 --> 00:20:27.600
Peter

412
00:20:34.400 --> 00:20:37.400
so my question was around controlling the message back

413
00:20:37.400 --> 00:20:40.400
into the organization. So you've done your orders. You've

414
00:20:40.400 --> 00:20:43.000
you've worked the scores, but how do you

415
00:20:43.400 --> 00:20:45.000
control that message back in as

416
00:20:46.100 --> 00:20:49.500
I know quite a lot of Senior Management tend to

417
00:20:49.500 --> 00:20:52.200
grab any number or metric is a stick to beat

418
00:20:52.200 --> 00:20:55.000
people with as opposed to actually taking it as something that can be

419
00:20:55.300 --> 00:20:58.700
brought in as a working level. Well in one case it was

420
00:20:58.700 --> 00:21:01.500
it was not a well received answer and

421
00:21:01.500 --> 00:21:04.900
and I had to I had to emphasize your score

422
00:21:04.900 --> 00:21:05.200
is not good.

423
00:21:05.900 --> 00:21:06.100
and

424
00:21:07.900 --> 00:21:09.200
I could see the managers.

425
00:21:10.100 --> 00:21:13.200
The CEO's face and it was quiet in the

426
00:21:13.200 --> 00:21:13.300
room.

427
00:21:14.200 --> 00:21:17.300
And I have to emphasize we're not here. We're not here

428
00:21:17.300 --> 00:21:20.500
to blame you. We'll give it we're here to give you a transparent
assessment.

429
00:21:20.500 --> 00:21:23.200
You don't expect that everything is going to

430
00:21:23.200 --> 00:21:26.500
be good and we told them that at the beginning in

431
00:21:26.500 --> 00:21:29.500
the in briefing and that's but that's a very important point to

432
00:21:29.500 --> 00:21:30.800
make at the Embry if it were not here.

433
00:21:32.100 --> 00:21:35.100
To tell you what you like to hear. We're here to tell you what

434
00:21:35.100 --> 00:21:38.200
we think after we do there our homework in our

435
00:21:38.200 --> 00:21:40.000
in our audit. Yes. Yes, sir.

436
00:21:42.900 --> 00:21:43.900
Just second up be.

437
00:21:47.100 --> 00:21:50.300
So I've done a lot of audits in the past and and you have

438
00:21:50.300 --> 00:21:52.100
to adjust with the times.

439
00:21:52.900 --> 00:21:55.700
So everybody in here is is within

440
00:21:55.700 --> 00:21:58.600
a flight test organization. It is very difficult

441
00:21:58.600 --> 00:22:01.900
to bring in an auditor external auditor

442
00:22:01.900 --> 00:22:04.300

that actually knows what they're looking at in

443
00:22:04.300 --> 00:22:05.500
a flight test organization.

444
00:22:06.400 --> 00:22:09.400
And every human has their strengths

445
00:22:09.400 --> 00:22:09.900
and weaknesses.

446
00:22:11.100 --> 00:22:13.400
and their personal opinion

447
00:22:14.600 --> 00:22:17.200
You know, they'll go after things that they know.

448
00:22:18.400 --> 00:22:18.700
about

449
00:22:19.700 --> 00:22:23.200
but the unknowns is is another story.

450
00:22:24.200 --> 00:22:24.300
and

451
00:22:25.600 --> 00:22:28.800
And I I don't mind Auditors come external Auditors

452
00:22:28.800 --> 00:22:31.300
coming into my organization. That that's not

453
00:22:31.300 --> 00:22:34.300
a big deal. What I do mind is somebody that comes in that

454
00:22:34.300 --> 00:22:35.700
doesn't know what they're looking at.

455
00:22:36.800 --> 00:22:39.400
And on top of that it's easy to

456
00:22:39.400 --> 00:22:42.300
armchair quarterback, right? It's easy to say. Hey, you're doing this

457
00:22:42.300 --> 00:22:45.100
wrong and that wrong and this but what I want to

458
00:22:45.100 --> 00:22:46.800
hear from an auditor is

459
00:22:47.900 --> 00:22:50.600
how we can fix it an example

460
00:22:50.600 --> 00:22:53.300
of how we can fix it. Not just go in and

461
00:22:53.300 --> 00:22:56.200
say hey you're doing this wrong this wrong this wrong. You got a low

462
00:22:56.200 --> 00:22:59.300
score and yeah good point and that's why you you

463
00:22:59.300 --> 00:23:03.800
need to choose the audit team. Now, there's

464
00:23:02.800 --> 00:23:05.600
a lot of people that use isbal and

465
00:23:05.600 --> 00:23:08.100
you'll see it here, but it's Bal is for

466
00:23:08.100 --> 00:23:11.200
business Jets mostly and in you know people that don't do

467
00:23:11.200 --> 00:23:11.900
flight tests.

468
00:23:12.500 --> 00:23:15.200
And and the FAA used to use

469
00:23:15.200 --> 00:23:16.600

this bar, but they went to part five.

470
00:23:19.600 --> 00:23:24.600
Eventually and some people some other people use is bail. But

471
00:23:22.600 --> 00:23:26.300
but you

472
00:23:25.300 --> 00:23:28.300
need to make sure that you your team that

473
00:23:28.300 --> 00:23:31.200
team you choose and you paying for it for this for this

474
00:23:31.200 --> 00:23:33.000
artist. So you make sure that your team

475
00:23:34.300 --> 00:23:37.400
Is composed of people that know your business?

476
00:23:38.900 --> 00:23:40.500
And not you're not.

477
00:23:41.700 --> 00:23:44.600
A yes Peter if you've got the wrong metrics, it's

478
00:23:44.600 --> 00:23:46.100
going to give you the wrong feedback.

479
00:23:47.300 --> 00:23:49.400
Yeah, and also to your point about taking time.

480
00:23:50.700 --> 00:23:53.800
Is you will never have time but when

481
00:23:53.800 --> 00:23:56.400
you're going into the beginning of a program, one of

482
00:23:56.400 --> 00:23:59.200
the great examples was about 10 12 years ago Saab was

483
00:23:59.200 --> 00:24:02.500
getting ready to fly a new variant of the grip and grip and

484
00:24:02.500 --> 00:24:06.100
certainly say it right and they decided to have a private.

485
00:24:07.300 --> 00:24:10.200
flight test safety Workshop there at Saab in lynchipping

486
00:24:10.800 --> 00:24:13.400
and they hired Roger Smith and

487
00:24:13.400 --> 00:24:16.400
some other folks to come in and have a Kumbaya moment

488
00:24:16.400 --> 00:24:19.500
and that set the tone and helped them have a successful program.

489
00:24:20.200 --> 00:24:23.200
So it's you know cheap insurance

490
00:24:23.200 --> 00:24:26.000
and it helps set level set the team.

491
00:24:26.800 --> 00:24:29.000
You got to build that time in there, and I know

492
00:24:29.200 --> 00:24:29.500
it's difficult.

493
00:24:30.500 --> 00:24:31.200
But it pays.

494
00:24:32.900 --> 00:24:36.400
Yeah, so good comment. Yeah, I agree if

495
00:24:35.400 --> 00:24:38.100
I get add to that too. I mean

496
00:24:38.100 --> 00:24:41.000

I have a background with these Bayo program. I was at one time

497
00:24:41.300 --> 00:24:44.200
the program director of it. I have a lot of experience too luck many of
you do

498
00:24:44.200 --> 00:24:47.900
here. I'm just going to share my My Philosophy. I think

499
00:24:47.900 --> 00:24:50.500
audit programs have value. They they

500
00:24:50.500 --> 00:24:53.200
help an organization that's lacking some

501
00:24:53.200 --> 00:24:56.400
structure maybe lacking a little bit of leadership in certain areas to
become

502
00:24:56.400 --> 00:24:59.700
to a certain level. That's that's meets

503
00:24:59.700 --> 00:25:02.300
a standard but beyond that there's limited value

504
00:25:02.300 --> 00:25:05.800
in auditing right you need to go beyond Audits and

505
00:25:05.800 --> 00:25:08.200
say hey look we've reached

506
00:25:08.200 --> 00:25:11.100
the level of Excellence here. We don't need somebody to come in every two
years to go

507
00:25:11.100 --> 00:25:14.400
through a 400 element item checklist and waste our time and waste their

508
00:25:14.400 --> 00:25:17.200
time and we all feel good. We get the renewed certificate on

509

00:25:17.200 --> 00:25:20.100
the wall. That's a business decision. That's what you want to do.

510
00:25:20.100 --> 00:25:23.700
What you really need to do after you get your structure is deep dive. You

511
00:25:23.700 --> 00:25:26.400
need to find areas in your organization have the increased risk

512
00:25:26.400 --> 00:25:29.200
and deep dive in those those areas instead of

513
00:25:29.200 --> 00:25:32.600
an audit, right? So do your your internal evaluations?

514
00:25:32.800 --> 00:25:35.300
The things that have risk to you, that's where

515
00:25:35.300 --> 00:25:38.500
you'll get your mileage after you've reached a certain Baseline of
performance for

516
00:25:38.500 --> 00:25:41.100
your typical professional structure as

517
00:25:41.100 --> 00:25:44.100
it is Bayo or or Iko nx6 or whatever,

518
00:25:44.100 --> 00:25:47.900
whatever standard you want to meet. That's that's a business decision. If

519
00:25:47.900 --> 00:25:51.000
you want to go in safety though and be a pros

520
00:25:50.200 --> 00:25:52.300
and safety need a deep dive.

521
00:25:57.700 --> 00:26:00.700
That risk lives within your organization is usually

522
00:26:00.700 --> 00:26:03.400

held by the people in your organization who

523
00:26:03.400 --> 00:26:07.200
are doing the execute executing the testing and

524
00:26:06.200 --> 00:26:10.100
a little more difficult for the outside auditor

525
00:26:09.100 --> 00:26:12.100
to get in and understand unless they

526
00:26:12.100 --> 00:26:15.300
get a really thorough in brief to recognize where

527
00:26:15.300 --> 00:26:18.400
that risk. I couldn't agree more. I think you're right on I think

528
00:26:18.400 --> 00:26:21.300
you're when you do bring somebody from the outside. It needs

529
00:26:21.300 --> 00:26:24.800
to be like like Rod somebody has a test experience, right? I

530
00:26:24.800 --> 00:26:27.600
don't I have limited test experience. So unless you

531
00:26:27.600 --> 00:26:30.100
why everyone's business in the foot right now, but I'm not trying to

532
00:26:30.100 --> 00:26:33.100
sell you anything today. You don't want to have somebody like me with
some test

533
00:26:33.100 --> 00:26:36.600
experience to come in a deep dive. Don't get smile like Rod or

534
00:26:36.600 --> 00:26:39.300
somebody that has lived your life and a

535
00:26:39.300 --> 00:26:42.100
very, you know deep and meaningful way to Deep dive with you, you know,

536
00:26:42.100 --> 00:26:45.900
somebody like me or other people we

537
00:26:45.900 --> 00:26:48.900
are experts and safety. We're generalists, right and

538
00:26:48.900 --> 00:26:52.000
we can help you with culture. We can help you with general safety
philosophy,

539
00:26:51.600 --> 00:26:54.600
but that technical deep dive. You

540
00:26:54.600 --> 00:26:55.000
need to pick your

541
00:26:55.900 --> 00:26:57.200
expertise carefully

542
00:26:58.400 --> 00:27:01.100
Okay, so we're talking about how do you measure safety culture?

543
00:27:05.200 --> 00:27:08.200
So that was challenged as an auditor to go into a flight

544
00:27:08.200 --> 00:27:11.700
test with like zero flight test experience.

545
00:27:12.400 --> 00:27:12.600
and

546
00:27:13.700 --> 00:27:16.200
actually was semi-selected because of

547
00:27:16.200 --> 00:27:17.400
that because

548
00:27:18.500 --> 00:27:21.200
I didn't have any preconceived ideas of what was

549
00:27:21.200 --> 00:27:23.700
right what was wrong in a flight test organization?

550
00:27:24.700 --> 00:27:28.100
but if if the process is identifying hazards

551
00:27:27.100 --> 00:27:30.100
and then calculating out the risk

552
00:27:30.100 --> 00:27:33.100
by probability and outcome, you know,

553
00:27:33.100 --> 00:27:36.600
the consequences you can have that dialogue with a

554
00:27:36.600 --> 00:27:37.800
manufacturer and just say

555
00:27:38.800 --> 00:27:42.500
Explain this to me and and oftentimes you

556
00:27:42.500 --> 00:27:45.800
can just pick up just from the answer whether

557
00:27:45.800 --> 00:27:48.500
they really understand it from a perspective of risk.

558
00:27:49.200 --> 00:27:52.800
if they're if they're just saying well, you know, don't give

559
00:27:52.800 --> 00:27:55.100
me you know, take tab A into slot B

560
00:27:55.100 --> 00:27:57.800
and then lever C, you know, it's like

561
00:27:58.600 --> 00:28:01.800
That's the minutia. That's your job. But what's

562
00:28:01.800 --> 00:28:04.900

the risk involved with that and and

563
00:28:04.900 --> 00:28:07.900
a lot of it also is just communication.

564
00:28:07.900 --> 00:28:10.800
You know, how what are

565
00:28:10.800 --> 00:28:14.100
the lines of communication between management

566
00:28:13.100 --> 00:28:16.300
and you know, the worker level

567
00:28:16.300 --> 00:28:18.200
and middle management so

568
00:28:20.200 --> 00:28:23.100
The process is the same. And yes.

569
00:28:24.100 --> 00:28:25.900
Having having the expertise.

570
00:28:26.900 --> 00:28:29.300
to a certain extent absolutely does help but

571
00:28:30.700 --> 00:28:32.500
Safety Management is just

572
00:28:33.300 --> 00:28:37.100
risk management and you know just identifying

573
00:28:36.100 --> 00:28:39.400
those areas that have the risk so

574
00:28:42.200 --> 00:28:42.500
good.

575
00:28:43.300 --> 00:28:46.500
There's some other methods just for the

576
00:28:46.500 --> 00:28:49.300
military folks Kassem cast. I don't know what the Air

577
00:28:49.300 --> 00:28:52.500
Force equivalent is, but they generally will proceed.

578
00:28:53.300 --> 00:28:56.300
Auditing and then a command climate

579
00:28:56.300 --> 00:28:59.200
surveys. So the naval Safety Center will dispatch A

580
00:28:59.200 --> 00:29:02.600
team out and this is specifically voluntary by

581
00:29:02.600 --> 00:29:06.600
request but their data suggests that those organizations

582
00:29:05.600 --> 00:29:09.000
that do command client

583
00:29:08.100 --> 00:29:11.400
command climate surveys routinely have

584
00:29:11.400 --> 00:29:12.500
better safety performance.

585
00:29:13.800 --> 00:29:16.200
And really the data is irrefutable to be

586
00:29:16.200 --> 00:29:16.600
honest with you.

587
00:29:17.500 --> 00:29:20.300
Let me next polling question here. How many people how many?

588
00:29:22.100 --> 00:29:25.600
Organizations have an external

589
00:29:25.600 --> 00:29:26.900

audit within the last five years.

590
00:29:29.700 --> 00:29:32.500
So there's definitely looks like a need

591
00:29:32.500 --> 00:29:35.500
gentleman to maybe

592
00:29:35.500 --> 00:29:38.600
have somebody from outside the organization come

593
00:29:38.600 --> 00:29:41.300
in and do that. And that's one of the things the flight test Safety
Committee

594
00:29:41.300 --> 00:29:44.300
is embarking on is taking a look at whether the flight

595
00:29:44.300 --> 00:29:47.300
to Safety Committee in some way could enable these types

596
00:29:47.300 --> 00:29:50.100
of audits and on it's a harsh word is

597
00:29:50.100 --> 00:29:54.600
is sunny pointed out assessments is

598
00:29:54.600 --> 00:29:57.500
a little bit softer, but is he

599
00:29:57.500 --> 00:30:00.500
would explain to you at the bar, you know, they're

600
00:30:00.500 --> 00:30:02.700
really more involved with coaching and mentoring.

601
00:30:04.400 --> 00:30:07.200
Over the long term not just come in over a specified

602
00:30:07.200 --> 00:30:10.700
period of time where you have everything wrapped in a nice bow for

603
00:30:10.700 --> 00:30:13.200
the auditing team you get the check and

604
00:30:13.200 --> 00:30:16.600
the block because you show compliance to each of the elements of the standard and then

605
00:30:16.600 --> 00:30:19.300
you're done and then you move on to the next thing that's not

606
00:30:19.300 --> 00:30:22.300
what we're really trying to get at here. It's this has to

607
00:30:22.300 --> 00:30:25.400
be a Continuum of safety focus

608
00:30:25.400 --> 00:30:26.400
in the organization.

609
00:30:27.200 --> 00:30:30.200
But I just wanted to mention those other means that some of

610
00:30:30.200 --> 00:30:33.600
us have some familiarity with now we mentioned

611
00:30:33.600 --> 00:30:36.400
standards. So just a little bit of background here so

612
00:30:36.400 --> 00:30:38.700
that we don't send this right over the top of your heads.

613
00:30:39.600 --> 00:30:42.400
We've already kind of mentioned I KO Annex 19

614
00:30:42.400 --> 00:30:45.200
that is the SMS from the international perspective.

615
00:30:46.400 --> 00:30:49.600
Then you've got the far part 5 that's

616
00:30:49.600 --> 00:30:53.700
generally air carrier related SMS and

617
00:30:53.700 --> 00:30:56.500
then you've got this Nas 9927 standard that's

618
00:30:56.500 --> 00:30:59.200
for design and Manufacturing organizations. You buy this

619
00:30:59.200 --> 00:31:03.100
from from AIA and

620
00:31:02.100 --> 00:31:05.600
it is the current standard that

621
00:31:05.600 --> 00:31:08.300
the FAA uses that if your organization applies for

622
00:31:08.300 --> 00:31:09.300
a voluntary.

623
00:31:10.100 --> 00:31:13.500
SMS, they will give you a letter

624
00:31:13.500 --> 00:31:16.400
of acceptance if you pass muster through the process

625
00:31:16.400 --> 00:31:20.500
and some of that information we're going to give you later on in the day, but that's

626
00:31:20.500 --> 00:31:23.200
what they currently use. And so I wanted to mention that to

627
00:31:23.200 --> 00:31:26.400
you because some of you and your organizations in your travels

628
00:31:26.400 --> 00:31:29.100
either you already have a letter of acceptance. I know a couple

629

00:31:29.100 --> 00:31:32.900
of Manufacturers already do some of us are already underway

630
00:31:32.900 --> 00:31:35.400
and are an applicant

631
00:31:35.400 --> 00:31:38.800
for this voluntary SMS letter of acceptance. And by

632
00:31:38.800 --> 00:31:41.100
the way, once you get that letter of acceptance, that's where you really have

633
00:31:41.100 --> 00:31:45.100
some skin in the game because they're going to come back and reuse you those letters as

634
00:31:44.100 --> 00:31:47.100
you show maturity of your system. So it's

635
00:31:47.100 --> 00:31:50.500
not just get this done first pass and call

636
00:31:50.500 --> 00:31:53.100
it done. No. No, they're gonna come back and take a look.

637
00:31:53.100 --> 00:31:56.400
Now the time will tell whether a voluntary

638
00:31:56.400 --> 00:31:59.500
system will be grandfathered into a mandate

639
00:31:59.500 --> 00:32:02.400
whatever down range point, but it would

640
00:32:02.400 --> 00:32:05.600
behoove I think organizations to get on board with with

641
00:32:05.600 --> 00:32:07.300
doing the National 27 now.

642

00:32:08.300 --> 00:32:11.800
What I call the companion document to this is the SM triple

643
00:32:11.800 --> 00:32:12.200
zero one.

644
00:32:12.900 --> 00:32:15.200
It may not be technically a companion document but it

645
00:32:15.200 --> 00:32:18.600
the same general group is involved

646
00:32:18.600 --> 00:32:21.600
in doing the revisions of this document. There's a

647
00:32:21.600 --> 00:32:24.800
REV B that I think is very close to being issued. I was

648
00:32:24.800 --> 00:32:27.500
part of the safety policy and objective working group.

649
00:32:27.500 --> 00:32:30.300
So we we chunked it out to try to

650
00:32:30.300 --> 00:32:33.300
get through it. I think it's a much better document what it

651
00:32:33.300 --> 00:32:36.500
also includes is maintenance. So it's a DM and M.

652
00:32:37.300 --> 00:32:40.200
And I think the FAA is likely to

653
00:32:40.200 --> 00:32:43.100
include maintenance whether the SM triple 01 is

654
00:32:43.100 --> 00:32:46.500
the standard that they use for voluntary system or

655
00:32:46.500 --> 00:32:48.200
mandate down range time will tell.

656
00:32:49.800 --> 00:32:52.400
But here's what the nas 9927 says

657
00:32:52.400 --> 00:32:55.500
about culture and Safety Management and you see

658
00:32:55.500 --> 00:32:58.800
some of the same language right out of the Iko and oh

659
00:32:58.800 --> 00:33:01.800
by the way within the nas 9927 it

660
00:33:01.800 --> 00:33:04.100
says that if you go through this process in accordance with

661
00:33:04.100 --> 00:33:07.400
the nas 9927 then you are in

662
00:33:07.400 --> 00:33:11.000
your system is consistent with Iko Annex

663
00:33:10.200 --> 00:33:12.500
19 and FAA part 5.

664
00:33:13.800 --> 00:33:16.000
So you get that check in the blog?

665
00:33:19.200 --> 00:33:22.400
Culturalized Safety Management, so I we're not making this stuff up.

666
00:33:22.400 --> 00:33:24.100
This is what's out there.

667
00:33:26.400 --> 00:33:29.400
But I just highlighted a couple things right out of this this standard.

668
00:33:30.500 --> 00:33:32.100
So you would think then?

669

00:33:34.100 --> 00:33:37.700
That they put so much emphasis on culture

670
00:33:37.700 --> 00:33:40.700
and how important it is. I mean, there's Pages within these

671
00:33:40.700 --> 00:33:43.200
standards relating to how important culture is,

672
00:33:43.200 --> 00:33:44.800
but yet come back with this.

673
00:33:46.400 --> 00:33:48.300
final summation

674
00:33:49.100 --> 00:33:50.600
Well since part 5 doesn't have it.

675
00:33:51.300 --> 00:33:54.200
Neither do you for DNM organization?

676
00:33:55.800 --> 00:33:56.600
You're kidding me.

677
00:33:59.800 --> 00:34:02.800
All I'm saying is heavy highly

678
00:34:02.800 --> 00:34:03.000
effective.

679
00:34:04.300 --> 00:34:07.500
Safety management system that does the job for you and provide

680
00:34:07.500 --> 00:34:08.800
you the results that you're after.

681
00:34:09.600 --> 00:34:12.500
As opposed to just a compliant one.

682
00:34:13.500 --> 00:34:16.400
The other thing too about this NASA 927 is says

683
00:34:16.400 --> 00:34:17.700
you don't have to have an Erp.

684
00:34:20.600 --> 00:34:23.400
That would be a huge No-No in Oklahoma's book for

685
00:34:23.400 --> 00:34:24.400
flight test organization.

686
00:34:28.600 --> 00:34:31.800
Any questions on Nas 9927?

687
00:34:34.500 --> 00:34:34.700
What?

688
00:34:35.700 --> 00:34:36.200
Yes, sir.

689
00:34:40.300 --> 00:34:41.400
Do you think they did not?

690
00:34:42.300 --> 00:34:45.500
require a positive safety culture because then

691
00:34:45.500 --> 00:34:46.600
how are you going to measure it and

692
00:34:47.900 --> 00:34:49.400
as we know there's just so many.

693
00:34:51.400 --> 00:34:55.000
Metrics that can statistics right? They get doctored in

694
00:34:54.600 --> 00:34:57.400
certain ways that oh, yeah. We've got a positive safety

695
00:34:57.400 --> 00:35:00.500
culture. We met some check the box expectation.

696

00:35:01.500 --> 00:35:04.500
But that's not we we know that's not a a positive

697
00:35:04.500 --> 00:35:07.900
safety culture So to avoid a fake

698
00:35:07.900 --> 00:35:09.300
positive safety culture.

699
00:35:10.100 --> 00:35:11.000
Why do you think they didn't?

700
00:35:12.400 --> 00:35:12.700
Require it.

701
00:35:13.500 --> 00:35:16.700
I think you hit it. I think part of it is measuring I

702
00:35:16.700 --> 00:35:20.900
think some of it is lead follow with part 5 that

703
00:35:19.900 --> 00:35:22.200
it's just something that they

704
00:35:22.200 --> 00:35:25.200
can't quantify. So it's not technically part of

705
00:35:25.200 --> 00:35:27.400
the standard but there's definitely emphasis.

706
00:35:28.300 --> 00:35:29.300
That you should have it.

707
00:35:31.800 --> 00:35:34.100
Anyway, my recommendation is make sure

708
00:35:34.100 --> 00:35:37.200
you got it so that you can have that effective SMS and

709
00:35:37.200 --> 00:35:40.300
a compliant one. Could I ask the team to

710
00:35:40.300 --> 00:35:41.600
come back up what I want to do now?

711
00:35:43.600 --> 00:35:46.800
Because we talked about cultivating the safety policy

712
00:35:46.800 --> 00:35:47.100
the culture.

713
00:35:49.200 --> 00:35:52.600
and I want to explore more in terms

714
00:35:52.600 --> 00:35:52.600
of

715
00:35:54.400 --> 00:35:58.100
leadership and management qualities that

716
00:35:57.100 --> 00:36:00.500
would enable positive safety culture

717
00:36:00.500 --> 00:36:04.300
development supporting the safety management system resourcing the

718
00:36:04.300 --> 00:36:08.200
safety management system appropriately identifying accountable and

719
00:36:07.200 --> 00:36:10.700
responsible managers and Personnel to

720
00:36:10.700 --> 00:36:13.600
administer the safety management system. So I'm

721
00:36:13.600 --> 00:36:16.600
looking for these leadership traits that

722
00:36:16.600 --> 00:36:19.300
drive to the type of behaviors that

723

00:36:19.300 --> 00:36:22.900
we're after to get a good functioning SMS implemented be

724
00:36:22.900 --> 00:36:25.100
receptive to doing external audits because

725
00:36:25.100 --> 00:36:28.900
obviously many of us haven't had an audit or haven't

726
00:36:28.900 --> 00:36:29.600
had one in a while.

727
00:36:30.400 --> 00:36:33.900
So I think there's definitely a need there that we need to talk about. So

728
00:36:33.900 --> 00:36:36.500
what kind of things in your mind? Would you

729
00:36:36.500 --> 00:36:39.800
appreciate out of a leader in your organization that would

730
00:36:39.800 --> 00:36:43.400
drive to a healthy safety system in your

731
00:36:43.400 --> 00:36:45.100
flight test organization or in your company.

732
00:36:49.200 --> 00:36:52.200
Humility God, I love it. Perfect. That's exactly the word.

733
00:36:52.200 --> 00:36:55.400
I was hoping for and I'm glad somebody I'm telling you left

734
00:36:55.400 --> 00:36:57.700
side. These guys are killing it over here.

735
00:36:59.100 --> 00:36:59.800
knockers

736
00:37:01.500 --> 00:37:03.500
Curiosity, I love it.

737
00:37:05.600 --> 00:37:06.900
Yeah inquisitiveness.

738
00:37:10.300 --> 00:37:10.500
Okay.

739
00:37:14.300 --> 00:37:15.800
Open to challenging assumptions.

740
00:37:16.800 --> 00:37:17.400
Anna

741
00:37:18.900 --> 00:37:21.100
Adaptability. Okay from the

742
00:37:21.100 --> 00:37:24.200
diaphragm. That's fine. Call it out. We will make it work. We'll repeat.

743
00:37:26.400 --> 00:37:29.800
Essay, okay, we talked about that that management view

744
00:37:29.800 --> 00:37:33.100
into the system to see if it's really performing maybe there's

745
00:37:32.100 --> 00:37:35.800
a bit of a pull as well. So it's not that

746
00:37:35.800 --> 00:37:38.100
you know, they're forcing it. I think we talked about

747
00:37:38.100 --> 00:37:41.300
this we the leadership team is not you know kind of forcing it down.

748
00:37:41.300 --> 00:37:44.100
The idea is is that the information is coming up and

749
00:37:44.100 --> 00:37:47.300
their receptive to it. They want it they're hungry for it. Just like

750

00:37:47.300 --> 00:37:50.100
a financial statement or financial how goes it we want

751
00:37:50.100 --> 00:37:54.000
to know how the safety system is is doing that inquisitiveness

752
00:37:53.200 --> 00:37:56.000
with the senior members if your leadership team to go

753
00:37:56.400 --> 00:37:59.400
well, how are we doing from a safety perspective or we haven't repetitive use

754
00:37:59.400 --> 00:38:02.400
injuries going on how well I'm seeing damage events here

755
00:38:02.400 --> 00:38:05.900
that that seem to be common. Why are we been

756
00:38:05.900 --> 00:38:08.300
in so much metal on the production line? What can

757
00:38:08.300 --> 00:38:12.000
we do to fix it? Before? We have something more catastrophic happen

758
00:38:11.200 --> 00:38:14.700
to us? What are those early indications and

759
00:38:14.700 --> 00:38:16.400
warnings that we might be having a problem.

760
00:38:17.200 --> 00:38:18.400
in our organization

761
00:38:20.300 --> 00:38:23.900
Yes over on the side. Go ahead. I was going to say willingness to develop

762
00:38:23.900 --> 00:38:26.700
personal relationships so much of

763
00:38:26.700 --> 00:38:29.400

safety culture is you know, the climate that

764
00:38:29.400 --> 00:38:32.800
we talked about the right now. Yeah, the current atmosphere.

765
00:38:33.600 --> 00:38:37.200
You don't get that without having a one-on-one relationships

766
00:38:36.200 --> 00:38:37.800
approachable.

767
00:38:38.700 --> 00:38:39.300
Is that fair?

768
00:38:40.600 --> 00:38:43.600
I think you could sum it up that way but it's got

769
00:38:43.600 --> 00:38:46.100
to be two way like from both of them. So

770
00:38:46.100 --> 00:38:46.400
yeah.

771
00:38:48.500 --> 00:38:51.900
Engaging is probably what you're looking for Tom engaging

772
00:38:51.900 --> 00:38:53.000
because he's talking about.

773
00:38:53.700 --> 00:38:56.500
it has to be two-way approachable as one way engaging

774
00:38:56.500 --> 00:38:57.900
is but by directional

775
00:39:00.200 --> 00:39:03.400
Oh, I just want to add to that to this up here. It's

776
00:39:03.400 --> 00:39:06.200
like welcoming dissenting opinions. I think I'd like

777
00:39:06.200 --> 00:39:09.600
to take that as stuff farther and almost demanding descending opinions.

778
00:39:09.600 --> 00:39:12.600
It's one thing to be at a meeting and at the end there's 20 seconds

779
00:39:12.600 --> 00:39:15.200
left. Okay. Anybody have any opposing views? All right. Great.

780
00:39:15.200 --> 00:39:18.400
Let's go hit the bar. You know, it's better to save time and

781
00:39:18.400 --> 00:39:21.100
say I want to hear opposing views. I want to

782
00:39:21.100 --> 00:39:25.100
hear something different right and just pull that dissension

783
00:39:24.100 --> 00:39:27.300
out if you can in verses welcoming it,

784
00:39:27.300 --> 00:39:30.300
it's more passive. I think more of a sort of it's

785
00:39:30.300 --> 00:39:33.200
good. That's a two edge sword. Also if you're asking for

786
00:39:33.200 --> 00:39:36.700
you have to be able to deal with it. That's right and recognize it

787
00:39:36.700 --> 00:39:39.400
and say well that's a good point. And yeah that's out

788
00:39:39.400 --> 00:39:39.500
there.

789
00:39:40.100 --> 00:39:40.400
so

790
00:39:41.800 --> 00:39:42.600

yeah.

791
00:39:44.500 --> 00:39:47.300
Yeah, really difficult to actually do it

792
00:39:47.300 --> 00:39:50.300
and listen to it. And I and I think that's what differentiates good

793
00:39:50.300 --> 00:39:53.000
leaders versus not I mean if somebody throws it out

794
00:39:53.100 --> 00:39:56.300
there then they can't handle the truth, you know, go back to the Few Good
Men there. You

795
00:39:56.300 --> 00:39:59.200
know, it's like what are you going to do with that with that said one of

796
00:39:59.200 --> 00:40:02.000
the definitions I use what is a safety management system. It's a

797
00:40:02.500 --> 00:40:05.800
feedback channel, right? It's it it's feedback to

798
00:40:05.800 --> 00:40:08.600
management that they can't just sweep under

799
00:40:08.600 --> 00:40:11.100
the rug. It's documented we have to deal with

800
00:40:11.100 --> 00:40:14.900
this. So now the corrective action

801
00:40:14.900 --> 00:40:17.100
might be that's a risk we're going

802
00:40:17.100 --> 00:40:20.600
to accept and that's and we move on but at least management has

803
00:40:20.600 --> 00:40:23.500
to respond to whoever reported it.

804
00:40:25.400 --> 00:40:28.300
It's so building on what's been said and then just the

805
00:40:28.300 --> 00:40:31.300
general SMS standards, right? So accountable, right? So

806
00:40:31.300 --> 00:40:34.400
we needed accountable executive. So taking those opinions action them

807
00:40:34.400 --> 00:40:37.300
setting safety targets making sure that they actually

808
00:40:37.300 --> 00:40:37.600
occur.

809
00:40:39.700 --> 00:40:42.400
See the the willingness and the clout to fight

810
00:40:42.400 --> 00:40:44.200
for your team up the chain of command.

811
00:40:46.400 --> 00:40:49.300
I really like it and turbo did that earlier today? When he

812
00:40:49.300 --> 00:40:52.600
asked the question about whether some whether you've

813
00:40:52.600 --> 00:40:56.000
been to the flight to safety.org website, right?

814
00:40:55.200 --> 00:40:58.100
And there was a couple of hands that didn't go up and he goes

815
00:40:58.100 --> 00:40:59.700
not your fault that's on us.

816
00:41:00.900 --> 00:41:03.700
How often do we see that behavior with senior

817

00:41:03.700 --> 00:41:05.500
leaders in organizations? Where?

818
00:41:06.400 --> 00:41:09.700
I made the decision to change production rates. I

819
00:41:09.700 --> 00:41:12.500
made the decision to put a marketing event in there and

820
00:41:12.500 --> 00:41:15.600
screw up the test schedule. You know, I own that it's not

821
00:41:15.600 --> 00:41:18.800
your fault. That's pretty rare. I think I could

822
00:41:18.800 --> 00:41:21.500
be wrong. But Sonny had mentioned doing things

823
00:41:21.500 --> 00:41:24.200
right and not doing things quickly. So no rush

824
00:41:24.200 --> 00:41:24.600
to judgment.

825
00:41:27.300 --> 00:41:30.300
So let's let's scratch on that one for a second. I want

826
00:41:30.300 --> 00:41:32.800
to talk to the two big Auditors here.

827
00:41:34.900 --> 00:41:35.900
Because they're very tall.

828
00:41:39.600 --> 00:41:42.900
When you when you go into an organization and you you interview

829
00:41:42.900 --> 00:41:46.000
the accountable executive and I'm assuming that that is your MO

830
00:41:45.300 --> 00:41:48.400
is that you want to talk to the accountable executive and

831
00:41:48.400 --> 00:41:51.700
it will get to more about this in a second about who should be the
accountable executive

832
00:41:51.700 --> 00:41:54.400
in a given organization. What kind

833
00:41:54.400 --> 00:41:57.200
of questions should be asked and what kind of information can you

834
00:41:57.200 --> 00:41:57.700
glean?

835
00:41:59.200 --> 00:42:01.200
Let's let's start with maybe just culture.

836
00:42:03.200 --> 00:42:07.100
Yeah one example, that's exactly right. So when we

837
00:42:06.100 --> 00:42:09.700
look at an organization and we're focusing on the performance

838
00:42:09.700 --> 00:42:12.100
of the SMS, the the what we

839
00:42:12.100 --> 00:42:15.200
want to glean from the accountable executive is the degree to which their
influence in

840
00:42:15.200 --> 00:42:16.400
the culture in a positive way. That's it.

841
00:42:17.100 --> 00:42:20.600
I mean because there that if they're not doing that the culture

842
00:42:20.600 --> 00:42:23.300
is probably not going to be too close to its potential

843
00:42:23.300 --> 00:42:26.400
as it could be and without a positive Culture Your SMS

844
00:42:26.400 --> 00:42:29.000
does doesn't work the way it's intended to

845
00:42:29.500 --> 00:42:32.700
so that's that's what the conversations all about. So we we

846
00:42:32.700 --> 00:42:35.100
just open it up and say well tell us what you what you think

847
00:42:35.100 --> 00:42:39.200
about your culture here. And what do you do to influence it and listen

848
00:42:38.200 --> 00:42:41.300
to the story but what they're telling the story we're

849
00:42:41.300 --> 00:42:44.400
listening to these attributes that's been on the slides there we're
looking for how do

850
00:42:44.400 --> 00:42:47.000
they promote the just culture and how do they promote a learning

851
00:42:47.300 --> 00:42:50.900
culture? How do they promote and have a hunger for information sharing
and

852
00:42:50.900 --> 00:42:53.300
how do they make sure that there's continuous learning going on?

853
00:42:53.300 --> 00:42:56.500
These are the buzz words we're looking for from them but not just
buzzwords.

854
00:42:56.500 --> 00:42:59.100
Like how do you really do that? And that we want to hear

855
00:42:59.100 --> 00:43:03.200
how they really do that? And typically I would say 30%

856
00:43:02.200 --> 00:43:05.600

of the kind of Executives. I I

857
00:43:05.600 --> 00:43:08.500
have a conversation with get it the other

858
00:43:08.500 --> 00:43:10.800
70 are like they know the buzz words.

859
00:43:11.500 --> 00:43:14.400
And they know what to say, but then we say well, how do you really do
that? And they

860
00:43:14.400 --> 00:43:17.500
just look at you like well, you mean how I do that just do it, you know
and it's like

861
00:43:17.500 --> 00:43:18.700
well, I want to hear how you do that. So.

862
00:43:19.900 --> 00:43:22.500
Walter do you get access to the accountable executive in

863
00:43:22.500 --> 00:43:24.200
most cases? Absolutely. I mean that's

864
00:43:25.100 --> 00:43:28.900
it's all from top down. So you have to start with accountable executive.

865
00:43:28.900 --> 00:43:32.300
I've had a different walk. I would say most of

866
00:43:32.300 --> 00:43:35.100
the accountable Executives that I meet is the wrong

867
00:43:35.100 --> 00:43:37.100
person to be the accountable executive.

868
00:43:38.300 --> 00:43:41.700
It's the CEO or some

869
00:43:41.700 --> 00:43:44.900

Chief Executive Officer of some sort who's not

870
00:43:44.900 --> 00:43:47.300
in operations and doesn't understand it.

871
00:43:47.900 --> 00:43:50.300
And I contend it

872
00:43:50.300 --> 00:43:53.400
should be a chief operating officer or EVP of

873
00:43:53.400 --> 00:43:56.400
operations and not necessarily CEO. I

874
00:43:56.400 --> 00:43:59.900
know in a in an oem environment, you've got

875
00:43:59.900 --> 00:44:02.100
a bit of a challenge. I mean an airline it makes sense

876
00:44:02.100 --> 00:44:05.300
that oh, it's the CEO. You know, we're we're a

877
00:44:05.300 --> 00:44:06.100
flight organization.

878
00:44:07.100 --> 00:44:08.900
But really should it still be the CEO.

879
00:44:10.300 --> 00:44:13.600
It has to be somebody who's who knows the

880
00:44:13.600 --> 00:44:16.800
word. I find again a different walk is they

881
00:44:16.800 --> 00:44:19.700
don't know the buzzwords. What I

882
00:44:19.700 --> 00:44:22.300
want to hear is just talking in terms of risk management

883
00:44:22.300 --> 00:44:25.500
in the tools that they're using. They

884
00:44:25.500 --> 00:44:30.600
should be able to spout a particular episode that

885
00:44:30.600 --> 00:44:33.600
they were involved in or monitored to some

886
00:44:33.600 --> 00:44:36.900
degree. So picking the the accountable

887
00:44:36.900 --> 00:44:37.700
executive is

888
00:44:39.000 --> 00:44:39.500
crucial

889
00:44:42.800 --> 00:44:43.100
I'm sorry.

890
00:44:47.500 --> 00:44:50.200
Okay. I also I think one of the things that

891
00:44:50.200 --> 00:44:53.800
I'm gravitating to from this conversation is what's

892
00:44:53.800 --> 00:44:56.500
right around here about the relationships. Can

893
00:44:56.500 --> 00:44:59.400
you imagine Walter and I and maybe Rod working in

894
00:44:59.400 --> 00:45:02.100
the same team and maybe Tom and and we all have

895
00:45:02.100 --> 00:45:05.100
differing opinions, right? We all feel like hey, this is how I see it but

896
00:45:05.100 --> 00:45:08.600

it's different but that's good. That's what you want. So

897
00:45:08.600 --> 00:45:11.400
the key here is to be able to to have a

898
00:45:11.400 --> 00:45:14.200
team larger small or medium, whatever the size that

899
00:45:14.200 --> 00:45:17.500
can have the differing opinion and respect each other and

900
00:45:17.500 --> 00:45:20.400
move forward. What what they try and relate on as the best solution

901
00:45:20.400 --> 00:45:23.200
right? And then they come together say okay. I might

902
00:45:23.200 --> 00:45:26.300
not be right here, but we want to do what's right. And so what I'm getting at

903
00:45:26.300 --> 00:45:29.000
is a lot of your SMS performance a lot of your safety culture is

904
00:45:29.200 --> 00:45:32.500
going to be on how well you understand Conflict Management conflict resolution

905
00:45:32.500 --> 00:45:35.200
and working together as a team with effective communication with

906
00:45:35.200 --> 00:45:38.800
this desire to do the right thing. And anyway

907
00:45:38.800 --> 00:45:41.400
is as off as that might

908
00:45:41.400 --> 00:45:44.000
sound it has everything to do with your safety culture.

909
00:45:45.900 --> 00:45:47.600

but on your comment well

910
00:45:48.900 --> 00:45:51.600
I think Roger Smith

911
00:45:51.600 --> 00:45:54.300
introduced the book did great to this organization

912
00:45:54.300 --> 00:45:58.000
many years back and it was recommended reading and and

913
00:45:57.200 --> 00:46:00.900
they talk about level five leadership. So I I think

914
00:46:00.900 --> 00:46:03.300
you know the accountable executive can

915
00:46:03.300 --> 00:46:06.500
be the CEO as long as he's got the right people driving

916
00:46:06.500 --> 00:46:09.800
the bus down at the lower levels with that accountability for

917
00:46:09.800 --> 00:46:11.900
the execution where it needs to be.

918
00:46:14.400 --> 00:46:15.100
agreed

919
00:46:16.400 --> 00:46:19.400
I think we're heading on this differentiation between

920
00:46:19.400 --> 00:46:22.800
effective and compliant again because in

921
00:46:22.800 --> 00:46:26.200
some regulations the CEO must be legally accountable,

922
00:46:25.200 --> 00:46:28.400
right? So this would

923
00:46:28.400 --> 00:46:31.700
allow maybe that legally accountable executive

924
00:46:31.700 --> 00:46:34.600
to say this is not what I know. So I'm

925
00:46:34.600 --> 00:46:37.500
going to import a point somebody who is accountable to

926
00:46:37.500 --> 00:46:40.300
me for safety. So they have advice so

927
00:46:40.300 --> 00:46:43.700
that to me is how that organization could solve this issue. But there's

928
00:46:43.700 --> 00:46:46.400
I think what we're trying to do what we are doing in

929
00:46:46.400 --> 00:46:50.900
this session is talking about leadership attributes from

930
00:46:50.900 --> 00:46:52.100
the effectiveness side.

931
00:46:53.100 --> 00:46:56.700
But it can't be absentee so you can delegate absolutely

932
00:46:56.700 --> 00:47:00.000
but you got to be an active

933
00:46:59.500 --> 00:47:02.500
communication and delegation there.

934
00:47:04.300 --> 00:47:07.100
Let me go back to just culture again and

935
00:47:09.500 --> 00:47:12.400
ask the question. Is it a hard line between an

936
00:47:12.400 --> 00:47:15.200

error and a violation? Well first how many people are

937
00:47:15.200 --> 00:47:18.600
familiar with hvacs human factors analysis classification system.

938
00:47:18.600 --> 00:47:21.700
Okay. So a lot of hands go up. So that's one taxonomy that

939
00:47:21.700 --> 00:47:25.000
you can use to help you kind of navigate that and for

940
00:47:24.200 --> 00:47:27.600
those that are familiar with it. It's four tiers and things

941
00:47:27.600 --> 00:47:31.000
get really uncomfortable when you start getting up into supervisor and

942
00:47:30.500 --> 00:47:33.700
organizational but to do a proper SMS investigation

943
00:47:33.700 --> 00:47:36.100
on an event you've got to go there.

944
00:47:37.200 --> 00:47:40.000
And we see a lot of times where now it just kind of

945
00:47:40.400 --> 00:47:43.700
stops. It was pilot air. It was maintenance error, and

946
00:47:43.700 --> 00:47:44.800
that's where it stops.

947
00:47:45.700 --> 00:47:49.100
Right and you've just missed the boat completely on

948
00:47:48.100 --> 00:47:51.500
how to maybe identify new

949
00:47:51.500 --> 00:47:54.300
hazards and have advocacy for

950
00:47:54.300 --> 00:47:56.400
not repeating the same mistake twice.

951
00:47:58.100 --> 00:48:01.400
It happens. So what happens though

952
00:48:01.400 --> 00:48:02.500
if it's in a gray area?

953
00:48:03.600 --> 00:48:06.000
Where you know there was an air made, but there

954
00:48:06.100 --> 00:48:09.800
was some components to it that that perhaps violated

955
00:48:09.800 --> 00:48:12.200
a procedure or manual.

956
00:48:13.300 --> 00:48:14.400
How do we handle those?

957
00:48:15.100 --> 00:48:19.200
So here's a little bumper sticker theology that I use when you

958
00:48:18.200 --> 00:48:21.000
know, whether it's the investigator or the

959
00:48:21.500 --> 00:48:24.000
Safety Committee that's going to get together to discuss this.

960
00:48:24.900 --> 00:48:28.000
Is to go from blame to claim, you know, it's so

961
00:48:27.300 --> 00:48:30.300
instinctive in the Western World to go to blame that person.

962
00:48:31.200 --> 00:48:32.000
Okay.

963
00:48:32.900 --> 00:48:34.900

Let's put that to the side. How can we claim?

964
00:48:36.200 --> 00:48:38.300
responsibility for that

965
00:48:39.100 --> 00:48:42.400
You know how well did we train them practice? Did we did we

966
00:48:42.400 --> 00:48:45.700
hire with the right qualifications that we train them properly where

967
00:48:45.700 --> 00:48:48.500
the supervised properly do? We have Sops properly

968
00:48:48.500 --> 00:48:51.700
and and force yourself

969
00:48:51.700 --> 00:48:53.500
into saying how how is management?

970
00:48:55.100 --> 00:48:56.500
Should accept some of that.

971
00:48:57.700 --> 00:49:00.200
The risk the probability that

972
00:49:00.200 --> 00:49:01.100
it was going to occur.

973
00:49:02.200 --> 00:49:04.200
That person was just the Unlucky One that happened to.

974
00:49:06.800 --> 00:49:09.700
How many people are familiar with their HR process

975
00:49:09.700 --> 00:49:12.100
on culpability?

976
00:49:15.200 --> 00:49:18.300
Some a couple hands just a couple. So to me that's

977
00:49:18.300 --> 00:49:21.600
kind of where we are in that gray area, but going back.

978
00:49:22.900 --> 00:49:27.300
You can't just let HR run amok with termination action.

979
00:49:26.300 --> 00:49:30.100
It needs to have an assessment

980
00:49:29.100 --> 00:49:30.800
done in terms of.

981
00:49:31.900 --> 00:49:34.200
Safety risk and doing the right

982
00:49:34.200 --> 00:49:37.300
thing to make sure that just culture is not undermined in the

983
00:49:37.300 --> 00:49:40.600
organization. So short story we had there was

984
00:49:40.600 --> 00:49:43.300
a mechanic that service some airplanes

985
00:49:43.300 --> 00:49:46.200
with the wrong hydraulic fluid. So 5606 went in when

986
00:49:46.200 --> 00:49:49.200
Sky draw was supposed to be in he found this because he

987
00:49:49.200 --> 00:49:52.100
was attentive. He's a graveyard shift guy and there's only

988
00:49:52.100 --> 00:49:56.200
a tiny little psychlass in the particular airplane that we're talking
about and he

989
00:49:56.200 --> 00:49:59.700
was only trying to do the right thing. He was one man show

990

00:49:59.700 --> 00:50:03.800
trying to get all these these airplanes service. So

991
00:50:03.800 --> 00:50:06.100
we had some help from an expediter. They used

992
00:50:06.100 --> 00:50:10.000
a Bowser. They filled it from a 55 gallon drum that that

993
00:50:09.300 --> 00:50:12.600
you was opaque. You couldn't see it black hoes

994
00:50:12.600 --> 00:50:15.000
going in but he saw the color difference in the

995
00:50:15.400 --> 00:50:18.500
tiny little Cyclops and he raised his hand and said man,

996
00:50:18.500 --> 00:50:19.100
I screwed up.

997
00:50:20.300 --> 00:50:23.200
So at that very moment. He probably knew he was

998
00:50:23.200 --> 00:50:25.600
in trouble but yet he still reported.

999
00:50:26.300 --> 00:50:29.600
And the fact that he was actively engaged in the investigation. We

1000
00:50:29.600 --> 00:50:32.800
knew the airplanes that were affected we

1001
00:50:32.800 --> 00:50:33.700
contained the problem.

1002
00:50:34.500 --> 00:50:36.700
The issue was is that it was expensive.

1003
00:50:37.900 --> 00:50:39.300
So probably seven million dollars.

1004
00:50:40.300 --> 00:50:41.400
So I would ask the CEO.

1005
00:50:42.400 --> 00:50:45.300
Tell me about your just culture because I'm hearing that there was an
event

1006
00:50:45.300 --> 00:50:48.300
that you had that was pretty costly and do you buy us your

1007
00:50:48.300 --> 00:50:51.700
just culture based on the cost of an event or the

1008
00:50:51.700 --> 00:50:54.200
determination from your safety team that it was

1009
00:50:54.200 --> 00:50:55.800
an error and not a violation.

1010
00:50:57.400 --> 00:51:00.900
Well, it turns out we did an

1011
00:51:00.900 --> 00:51:03.000
SMS investigation to make sure

1012
00:51:03.200 --> 00:51:06.900
that that was done correctly the way they were filling

1013
00:51:06.900 --> 00:51:09.200
the Bowser. It was a disaster. It was a pig pen

1014
00:51:09.200 --> 00:51:12.300
back there interestingly the barrels the 55 gallon drums

1015
00:51:12.300 --> 00:51:15.100
of hydraulic fluid from Mobile Oil both have

1016
00:51:15.100 --> 00:51:18.500
blue and white stripes, but they're just reversed for the different fluid
types.

1017
00:51:18.500 --> 00:51:21.600
I mean, it's just a human factors Nightmare on all

1018
00:51:21.600 --> 00:51:24.200
this stuff. But that's where the good data is. Right so you can make some

1019
00:51:24.200 --> 00:51:27.400
changes like clear hoses so that you can see the color of the fluid Etc.

1020
00:51:28.500 --> 00:51:31.500
Um, well he got terminated. He would

1021
00:51:31.500 --> 00:51:32.700
have been the guy.

1022
00:51:33.200 --> 00:51:37.400
That I would have wanted to be part of the safety team. He

1023
00:51:36.400 --> 00:51:39.400
would have been the biggest Advocate down there

1024
00:51:39.400 --> 00:51:42.400
on the shop floor on these kind of Lessons Learned and

1025
00:51:42.400 --> 00:51:45.200
we see this over and over again where it's just

1026
00:51:45.200 --> 00:51:48.300
easy to hand wave it as you know pilot air

1027
00:51:48.300 --> 00:51:51.600
or something else or it was a violation because he didn't use the standard

1028
00:51:51.600 --> 00:51:54.400
methodology by which he gets a court of

1029
00:51:54.400 --> 00:51:57.700
the hydraulic fluid from the cage which was closed at

1030
00:51:57.700 --> 00:52:00.100
the time so he couldn't but they're so

1031
00:52:00.100 --> 00:52:03.400
again there was some middle ground in there and originally he

1032
00:52:03.400 --> 00:52:05.700
was just going to get sent home for two weeks I go. Okay fair enough.

1033
00:52:06.900 --> 00:52:09.900
And then boom he got fired which happened

1034
00:52:09.900 --> 00:52:12.300
completely outside the safety system. Not a

1035
00:52:12.300 --> 00:52:12.500
good situation.

1036
00:52:16.700 --> 00:52:19.200
Yeah, so there was a you know a chainsaw right

1037
00:52:19.200 --> 00:52:22.300
across here. Yeah, so we opened

1038
00:52:22.300 --> 00:52:25.200
in this can about non-punitive is that time

1039
00:52:25.200 --> 00:52:28.200
or so Walters have the opinion

1040
00:52:28.200 --> 00:52:31.200
that you should have an open season of non-punitive reporting. So

1041
00:52:31.200 --> 00:52:35.000
Walter explained your concept on on initiating

1042
00:52:34.900 --> 00:52:37.500
non-punitive by having kind of an Open Season where

1043
00:52:37.500 --> 00:52:40.700

you're not gonna there is no retribution for

1044
00:52:40.700 --> 00:52:44.300
reporting. Well, it just perhaps

1045
00:52:43.300 --> 00:52:47.300
consider an SMS honeymoon where you

1046
00:52:46.300 --> 00:52:50.200
can report anything and everything within a

1047
00:52:49.200 --> 00:52:52.500
month or whatever no matter how big bad and

1048
00:52:52.600 --> 00:52:53.700
ugly or how long ago it was.

1049
00:52:55.500 --> 00:52:58.800
Confess your sins and then we'll then

1050
00:52:58.800 --> 00:53:01.900
we're going to go to the normal policy, which will

1051
00:53:01.900 --> 00:53:04.100
have various levels. You still have to

1052
00:53:04.100 --> 00:53:08.100
have obviously accountability and responsibility, but perhaps

1053
00:53:07.100 --> 00:53:09.900
there's something out there lurking

1054
00:53:10.500 --> 00:53:12.700
If you might want to know about so yeah.

1055
00:53:13.900 --> 00:53:16.500
And one of the things we don't do at least in my

1056
00:53:16.500 --> 00:53:19.700
experience in aviation is we don't really sit down as team and

1057
00:53:19.700 --> 00:53:23.000
explicitly ask do we really do anything that violates regulations

1058
00:53:22.100 --> 00:53:25.200
or policy process procedure that we developed here.

1059
00:53:25.200 --> 00:53:28.400
If we were to ask that I reflect back on my

1060
00:53:28.400 --> 00:53:32.000
experience flying the line soon as I got out of the air force my first
flights in

1061
00:53:31.100 --> 00:53:34.900
a golf stream g4sp, the

1062
00:53:34.900 --> 00:53:37.600
chief pilot leaves a flight deck. We have no passengers. That

1063
00:53:37.600 --> 00:53:40.100
was the key. We had no passengers and he goes I'll be

1064
00:53:40.100 --> 00:53:42.300
back a little while. Okay, it was like an hour and a half.

1065
00:53:43.200 --> 00:53:46.200
Let's argument. I'm like did he go back there and die or something,

1066
00:53:46.200 --> 00:53:49.200
you know and he comes back Mike dude. Where

1067
00:53:49.200 --> 00:53:52.200
were you? He's like, that's what we do. There's no Pastor. I went

1068
00:53:52.200 --> 00:53:55.700
back. I watched a movie like, oh, oh that that's

1069
00:53:55.700 --> 00:53:58.700
business Aviation. I worked in three different corporations. And

1070

00:53:58.700 --> 00:54:01.300
that kind of culture was in all

1071
00:54:01.300 --> 00:54:04.000
three of those if you didn't have pastures and you're on a nice

1072
00:54:04.200 --> 00:54:07.000
Cruise flight, the more senior said, I'll be back in a minute.

1073
00:54:07.200 --> 00:54:07.600
They don't come back.

1074
00:54:08.300 --> 00:54:11.400
Right, they go watch a movie that was before iPads. That's

1075
00:54:11.400 --> 00:54:14.100
by before iPads. Okay before iPad, but you had to

1076
00:54:14.100 --> 00:54:17.600
go back there to watch the movie. Now, you just watch it right here. But but

1077
00:54:17.600 --> 00:54:20.300
there are kind of things that we do in aviation

1078
00:54:20.300 --> 00:54:23.300
that typically violate what the regulations even

1079
00:54:23.300 --> 00:54:26.300
saying. Can we talk about those? That's the question. Yeah. There's a comment

1080
00:54:26.300 --> 00:54:29.500
Yeah question and comments. So you mentioned a honeymoon

1081
00:54:29.500 --> 00:54:32.100
of you know some amount of time. I wonder if that

1082
00:54:32.100 --> 00:54:32.400
just

1083

00:54:33.500 --> 00:54:36.100
Doesn't drive still the

1084
00:54:36.100 --> 00:54:39.300
right culture of hey, you know that next honeymoon is

1085
00:54:39.300 --> 00:54:42.800
in a few weeks. I won't say anything now as you

1086
00:54:42.800 --> 00:54:45.600
know, so I'm still active duty Air Force and I

1087
00:54:45.600 --> 00:54:45.900
don't know.

1088
00:54:47.200 --> 00:54:50.300
about commercial as much

1089
00:54:50.300 --> 00:54:53.300
but in the Air Force we've got, you know safety privilege information

1090
00:54:53.300 --> 00:54:54.900
in a process that allows for

1091
00:54:56.100 --> 00:54:59.300
that kind of discussion at any time right not just

1092
00:54:59.300 --> 00:55:02.000
on a particular, you know month of the

1093
00:55:02.300 --> 00:55:05.200
year. So, is there something out in the commercial sector?

1094
00:55:06.200 --> 00:55:08.400
Or is it just Company by company that?

1095
00:55:09.100 --> 00:55:12.300
How you protect the person that is coming

1096
00:55:12.300 --> 00:55:12.600
forward?

1097
00:55:15.700 --> 00:55:18.500
for both, you know safety and an accident investigation as

1098
00:55:19.400 --> 00:55:20.000
an example

1099
00:55:21.200 --> 00:55:23.800
that's driven by policy how the policies written?

1100
00:55:25.200 --> 00:55:28.300
And you'll get you'll get a test case like the story with

1101
00:55:28.300 --> 00:55:30.400
this mechanic. You know, how in

1102
00:55:31.300 --> 00:55:34.200
Does a pass or fail one thing

1103
00:55:34.200 --> 00:55:37.100
I contend is doing an audit is

1104
00:55:37.100 --> 00:55:40.300
you know, you may even have the non-punitive language in your

1105
00:55:40.300 --> 00:55:43.200
reporting policy and all that. Does your HR people

1106
00:55:43.200 --> 00:55:46.500
even know that because make sure

1107
00:55:46.500 --> 00:55:50.100
you clear it with them that they understand that you have this non-punitive policy

1108
00:55:49.100 --> 00:55:52.200
because if they're oblivious to

1109
00:55:52.200 --> 00:55:55.200
it, they're going to just go by corporate policy, but they shouldn't even know about it

1110
00:55:55.200 --> 00:55:58.100
if the policy exists to they should

1111
00:55:58.100 --> 00:56:01.600
know the policy exists and I'm saying they shouldn't even know about the event

1112
00:56:01.600 --> 00:56:04.600
and who caused it if the policies well,

1113
00:56:04.600 --> 00:56:07.700
it might be a big one that you can't just keep

1114
00:56:07.700 --> 00:56:10.200
it under a hat, you know, if it's a seven million dollar,

1115
00:56:10.200 --> 00:56:10.600
you know.

1116
00:56:11.400 --> 00:56:14.300
Whatever repair, you know, the whole

1117
00:56:14.300 --> 00:56:18.300
company is probably going to know in that case what in another

1118
00:56:18.300 --> 00:56:22.200
one is do the executives know that

1119
00:56:21.200 --> 00:56:24.400
there's a non-punitive I had one

1120
00:56:24.400 --> 00:56:27.600
where it was the end of the SMS and that organization because

1121
00:56:27.600 --> 00:56:30.200
a short story pilot took, you

1122
00:56:30.200 --> 00:56:30.200
know.

1123
00:56:31.100 --> 00:56:34.600
Open the door closed the door locked or whatever got to

1124
00:56:34.600 --> 00:56:37.200
the point where they close the door to leave forgot. The

1125
00:56:37.200 --> 00:56:40.100
key was in the lock outside took off bang bang

1126
00:56:40.100 --> 00:56:43.400
bang. They knew right away what it was landed.

1127
00:56:44.500 --> 00:56:47.200
You know open a door and then they just close the door went off

1128
00:56:47.200 --> 00:56:50.700
again. All right, well the executive that was on boards that that

1129
00:56:50.700 --> 00:56:52.400
guy's his head's got a roll.

1130
00:56:53.300 --> 00:56:56.100
You know and then here was the aviation manager.

1131
00:56:57.200 --> 00:57:00.300
trying to say well we had this not he

1132
00:57:00.300 --> 00:57:02.600
reported it, you know and

1133
00:57:04.300 --> 00:57:07.300
the executive one the guy was terminated and that

1134
00:57:07.300 --> 00:57:10.200
was the end of the SMS. Yeah. So one of

1135
00:57:10.200 --> 00:57:13.300
the things just challenge, you know ourselves within our companies and there's

1136

00:57:13.300 --> 00:57:16.500
probably not CEOs here right is we're all

1137
00:57:16.500 --> 00:57:19.200
mostly in operations, you know, but as I as we challenge

1138
00:57:19.200 --> 00:57:22.200
our own organizations, yeah, you know,

1139
00:57:22.200 --> 00:57:25.400
you look at the FAA as well as they have the ability

1140
00:57:25.400 --> 00:57:28.400
to report and I forget the term off the top of my head but the ability

1141
00:57:28.400 --> 00:57:31.300
to report an event and make it

1142
00:57:31.300 --> 00:57:34.500
non-punitive along with your certification. Does anybody

1143
00:57:34.500 --> 00:57:38.100
use an ASAP program in here ASAP? Yes a

1144
00:57:37.100 --> 00:57:40.700
few hands, right? So that's what I'm seeing more operators used

1145
00:57:40.700 --> 00:57:43.200
to to say. Hey, look I think I might have violated

1146
00:57:43.200 --> 00:57:46.400
a regulation. I want to put in the ASAP system. And so

1147
00:57:46.400 --> 00:57:49.400
that therefore you get the the guarantee protections as

1148
00:57:49.400 --> 00:57:52.200
long as you have an operated or behaved outside and

1149
00:57:52.200 --> 00:57:55.400
extreme acceptable Norm, so to speak

1150
00:57:55.400 --> 00:57:58.200
if you're not such an outlier that like there's no defense for

1151
00:57:58.200 --> 00:58:01.400
that kind of behavior, and that's hard to describe sometimes maybe but

1152
00:58:01.400 --> 00:58:03.000
for probably

1153
00:58:03.900 --> 00:58:06.900
8 to 99% of the typical behaviors are

1154
00:58:06.900 --> 00:58:09.200
protected under the ASAP program to not be violated.

1155
00:58:11.300 --> 00:58:15.100
Turbo so I like what you said before Sunday about evaluating or

1156
00:58:14.100 --> 00:58:17.900
scoring your culture against its

1157
00:58:17.900 --> 00:58:21.100
potential not necessarily some arbitrary scale,

1158
00:58:20.100 --> 00:58:23.000
right? Because there's differences we have,

1159
00:58:23.800 --> 00:58:26.800
you know, just in my experience I lived in a military

1160
00:58:26.800 --> 00:58:30.200
culture where the commanding officer

1161
00:58:31.100 --> 00:58:34.600
was held accountable for accidents that they were not directly

1162
00:58:34.600 --> 00:58:35.200
involved in.

1163

00:58:36.100 --> 00:58:39.400
But they were held accountable because they were the commanding officer
of

1164
00:58:39.400 --> 00:58:42.400
the unit. I've been in organizations where the individual

1165
00:58:42.400 --> 00:58:45.700
who was directly responsible for the accident was

1166
00:58:45.700 --> 00:58:48.800
the one held accountable and I've seen where in

1167
00:58:48.800 --> 00:58:52.000
some ways some countries operate. Someone is

1168
00:58:51.400 --> 00:58:53.100
legally accountable.

1169
00:58:53.700 --> 00:58:56.300
For an accident that occurs because they signed the

1170
00:58:56.300 --> 00:58:59.400
airworthiness certificate or whatever me but they were not directly
involved

1171
00:58:59.400 --> 00:59:02.300
in the incident either but a safe culture

1172
00:59:02.300 --> 00:59:05.900
has to exist in all of those different environments to its

1173
00:59:05.900 --> 00:59:06.300
potential.

1174
00:59:09.500 --> 00:59:10.600
All right. Well my last question.

1175
00:59:11.400 --> 00:59:14.400
So I work at on the safety officer at a Navy test Squadron

1176

00:59:14.400 --> 00:59:17.300
and one of the issues that we've run into specifically with this

1177
00:59:17.300 --> 00:59:20.300
non-punitive or the communication side of it is, you know,

1178
00:59:20.300 --> 00:59:23.300
we're an active duty Navy Squadron, but we have

1179
00:59:23.300 --> 00:59:26.400
contract maintenance. So the active duty Navy

1180
00:59:26.400 --> 00:59:29.100
side we're responsible to abide by and follow all the Navy

1181
00:59:29.100 --> 00:59:32.800
instructions policies. So on and so forth but our contract maintainers. Well,

1182
00:59:32.800 --> 00:59:35.600
they are required per the contract to buy and large file

1183
00:59:35.600 --> 00:59:38.200
a Navy policy at the end of the day. They still as a

1184
00:59:38.200 --> 00:59:41.600
private organization have their own individual company policies

1185
00:59:41.600 --> 00:59:44.100
and we wound up in a situation last year where we

1186
00:59:44.100 --> 00:59:47.700
had a mishap a couple contract maintainers banged up in aileron. And

1187
00:59:47.700 --> 00:59:50.700
as we as the Navy Aviation mishap

1188
00:59:50.700 --> 00:59:53.200
board were standing up and getting ready to go start our

1189
00:59:53.200 --> 00:59:56.500

investigation the contract company had already

1190
00:59:56.500 --> 00:59:59.300
started their internal company policy review

1191
00:59:59.300 --> 01:00:02.700
as well and determined that the employees involved had

1192
01:00:02.700 --> 01:00:05.400
lied and violated company policy and they

1193
01:00:05.400 --> 01:00:08.100
were promptly terminated before we had had a chance

1194
01:00:08.100 --> 01:00:11.100
as the safety investigation board from the Navy to get

1195
01:00:11.400 --> 01:00:14.300
To go in and do our investigation so very quickly

1196
01:00:14.300 --> 01:00:17.100
this perception set that hey if safety comes to talk to

1197
01:00:17.100 --> 01:00:20.100
you if you're involved in a mishap, you're going to get fired and so we
have

1198
01:00:20.100 --> 01:00:23.300
had to battle the culture and the last couple Safety Stand

1199
01:00:23.300 --> 01:00:26.700
Downs that we've had I've really had to emphasize that hey as

1200
01:00:26.700 --> 01:00:30.100
the Naval Aviation mishap board. We have policies requirements

1201
01:00:29.100 --> 01:00:32.500
and legally, there are things that we can and

1202
01:00:32.500 --> 01:00:35.900
cannot do per Navy policy. But the private

1203
01:00:35.900 --> 01:00:38.700
contract maintenance companies that we have also

1204
01:00:38.700 --> 01:00:41.100
do have their own company policies that they have to

1205
01:00:41.100 --> 01:00:44.300
abide by the HR piece that we've talked about. And so

1206
01:00:44.300 --> 01:00:47.700
sometimes there are policies and decisions made at

1207
01:00:47.700 --> 01:00:50.600
the corporate business level for that contract maintenance

1208
01:00:50.600 --> 01:00:53.500
company that are separate from the Navy

1209
01:00:53.500 --> 01:00:56.100
investigation process and they may be

1210
01:00:56.100 --> 01:01:00.300
based off the same incident, but they are too completely separate

1211
01:00:59.300 --> 01:01:02.200
set of circumstances and that's

1212
01:01:02.200 --> 01:01:05.700
been an extremely difficult thing for us to have to try and battle and

1213
01:01:05.700 --> 01:01:08.400
explain to the, you know, wrench Turner level because all

1214
01:01:08.400 --> 01:01:11.200
they see is hey somebody was involved in a mishap and

1215
01:01:11.200 --> 01:01:11.300
they

1216

01:01:11.300 --> 01:01:14.100
Fired and so it's a it's a huge culture issue that

1217
01:01:14.100 --> 01:01:17.400
we've had to fight and trying to explain some of these nuances man. It's

1218
01:01:17.400 --> 01:01:18.800
just a challenge some days for sure.

1219
01:01:19.500 --> 01:01:21.100
Yeah now very good point and

1220
01:01:22.600 --> 01:01:25.200
And it's easy to get into that mindset too where you just

1221
01:01:25.200 --> 01:01:28.800
run in a mill, but you have to really appreciate each individual and

1222
01:01:28.800 --> 01:01:31.700
the contribution of the organization now if it's egregiously

1223
01:01:31.700 --> 01:01:34.600
you got to go through that process, but at

1224
01:01:34.600 --> 01:01:37.400
the same same issue when we did the conversions to

1225
01:01:37.400 --> 01:01:41.700
contract maintenance across the base. My strategy

1226
01:01:41.700 --> 01:01:44.300
was to try to be in good

1227
01:01:44.300 --> 01:01:47.300
graces with the site manager and to say look if there's

1228
01:01:47.300 --> 01:01:50.300
an event. I'd like to have our guys be a

1229
01:01:50.300 --> 01:01:53.500
participant in the discussion because I don't want people just to

1230
01:01:53.500 --> 01:01:57.500
get shuffled off the base because they're probably

1231
01:01:56.500 --> 01:01:59.100
some of our best guys and we've had that

1232
01:01:59.100 --> 01:02:02.400
situation crunched elevator the glider test

1233
01:02:02.400 --> 01:02:05.800
pilot school one of our best guys, you know, and I felt compelled

1234
01:02:05.800 --> 01:02:08.300
to go fight for him because corporate it

1235
01:02:08.300 --> 01:02:09.900
on court is eager to

1236
01:02:10.500 --> 01:02:14.600
To maybe swing a little bit more aggressively to you

1237
01:02:13.600 --> 01:02:16.600
know, a costly event in the

1238
01:02:16.600 --> 01:02:19.300
embarrassment, but that's not the way we wanted to operate and I

1239
01:02:19.300 --> 01:02:22.100
think they appreciated it. Just that once they figure that out

1240
01:02:22.100 --> 01:02:25.400
that that's the kind of leader that you are. Now, you've built

1241
01:02:25.400 --> 01:02:27.900
that trusting organization and things changed dramatically.

1242
01:02:28.700 --> 01:02:29.700
So I think that can help.

1243

01:02:31.500 --> 01:02:34.300
Gentlemen, thank you so much. All right, that was good. Appreciate you

1244
01:02:34.300 --> 01:02:37.800
doing that, but one other word that I was hoping to hear in

1245
01:02:37.800 --> 01:02:40.400
terms of leadership. It's not passion. Although

1246
01:02:40.400 --> 01:02:42.900
that's important to but compassion.

1247
01:02:43.800 --> 01:02:46.200
Quick story some of these things are pretty significant

1248
01:02:46.200 --> 01:02:49.600
leadership challenges when it comes to managing your personnel. And the

1249
01:02:49.600 --> 01:02:52.700
reason I bring this up is because today times today

1250
01:02:52.700 --> 01:02:55.600
are tougher from a mental health standpoint. You

1251
01:02:55.600 --> 01:02:58.700
may have been hearing about these things. The story

1252
01:02:58.700 --> 01:03:01.500
I want to share is that we had a student at test pilot school after we

1253
01:03:01.500 --> 01:03:04.200
finished a flight and Hornet. I smelled alcohol

1254
01:03:04.200 --> 01:03:07.700
on his breath when we were doing the post flight maintenance paperwork
through me

1255
01:03:07.700 --> 01:03:10.300
for a loop. I'm like, whoa. Did I did

1256
01:03:10.300 --> 01:03:13.100

I smell what? I thought I smelled and you know

1257
01:03:13.100 --> 01:03:16.400
this individual exhibited other symptoms. I'm no doctor. I'm no expert

1258
01:03:16.400 --> 01:03:19.400
on alcoholism, but there were signs

1259
01:03:19.400 --> 01:03:21.500
to me that maybe it's possible.

1260
01:03:22.700 --> 01:03:25.200
Rather than call him out on it. I call the

1261
01:03:25.200 --> 01:03:28.800
staff in and said, hey, I noticed these things about this individuals anybody

1262
01:03:28.800 --> 01:03:31.400
else seen this kind of stuff. Oh, yeah. I saw this. Oh, yeah.

1263
01:03:31.400 --> 01:03:33.700
I'm like then why the hell didn't you speak up?

1264
01:03:36.600 --> 01:03:39.200
Some people consider that an unforgivable sin.

1265
01:03:40.500 --> 01:03:42.300
The reason I'm sure in the story is because

1266
01:03:44.900 --> 01:03:47.100
although he denied it and when I

1267
01:03:47.100 --> 01:03:50.000
sent him to go get a dependency determination, of course,

1268
01:03:50.200 --> 01:03:53.300
I figured I was going to get a non-determined non-dependency determination back,

1269
01:03:53.300 --> 01:03:56.600

which is pretty typical in dealing

1270
01:03:56.600 --> 01:03:58.700
with other events related to alcohol.

1271
01:04:00.200 --> 01:04:02.700
In the end he died from the disease.

1272
01:04:03.500 --> 01:04:04.500
And I felt helpless.

1273
01:04:05.400 --> 01:04:08.300
I was scared for a period of time that he would be involved in auto
accident

1274
01:04:08.300 --> 01:04:11.400
his family, but he lost his family left him and then

1275
01:04:11.400 --> 01:04:13.300
he ultimately succumbed to the disease.

1276
01:04:14.500 --> 01:04:17.100
In the FAA has a program. They've had

1277
01:04:17.100 --> 01:04:20.700
it for a long long time hymns. You can if you

1278
01:04:20.700 --> 01:04:23.300
volunteered to go in the program, you can

1279
01:04:23.300 --> 01:04:26.500
regain your flying status. We just

1280
01:04:26.500 --> 01:04:29.200
had a couple weeks ago an outstanding presentation by

1281
01:04:29.200 --> 01:04:32.300
a gentleman by the name Lyle prowse. You may have heard him. He

1282
01:04:32.300 --> 01:04:37.300
was the one that got caught flying drunk on Northwest flight at

1283
01:04:35.300 --> 01:04:38.200
the North I think

1284
01:04:38.200 --> 01:04:39.500
in North somewhere.

1285
01:04:40.100 --> 01:04:44.300
A very very interesting very emotional very

1286
01:04:43.300 --> 01:04:46.400
powerful presentation. If you ever get

1287
01:04:46.400 --> 01:04:49.500
to hear him, I just finished his book.

1288
01:04:49.500 --> 01:04:52.300
It's equally as riveting but he was able to

1289
01:04:52.300 --> 01:04:54.600
you know, it's both parents died from alcoholism.

1290
01:04:56.400 --> 01:04:59.900
And he was able to get his captain Stripes back re-hearted Northwest

1291
01:04:59.900 --> 01:05:02.100
retired as a captain on a 74.

1292
01:05:03.300 --> 01:05:06.300
So it can be done but it's it's an amazing story because he

1293
01:05:06.300 --> 01:05:09.100
served prison time he in his crew and he was

1294
01:05:09.100 --> 01:05:12.800
the one that was culpable and he was the one that was trying to absorb
that

1295
01:05:12.800 --> 01:05:15.200
accountability. But in the end they all

1296
01:05:15.200 --> 01:05:18.300
ended up getting some serious trouble obviously.

1297
01:05:19.400 --> 01:05:22.100
Times were different then but still you still hear about these

1298
01:05:22.100 --> 01:05:24.300
events. I only bring it up is because

1299
01:05:25.200 --> 01:05:28.700
when you were in the people management business and and

1300
01:05:28.700 --> 01:05:31.700
that's really the essence of culture. It's important

1301
01:05:31.700 --> 01:05:33.700
to kind of keep tabs on how your folks are doing.

1302
01:05:34.500 --> 01:05:37.900
And it's not all about unforgivable sins

1303
01:05:37.900 --> 01:05:40.600
because we had an event where a

1304
01:05:40.600 --> 01:05:43.600
guy showed up drunk to go flying got caught and was

1305
01:05:43.600 --> 01:05:46.300
immediately terminated before I could get involved and say

1306
01:05:46.300 --> 01:05:49.100
well, where is he? Oh, no, we took his badge and walk him out

1307
01:05:49.100 --> 01:05:50.500
of the gate and everybody's like, okay fine.

1308
01:05:51.200 --> 01:05:52.100
I got no no.

1309
01:05:52.600 --> 01:05:54.100

We need to get him some help.

1310
01:05:55.300 --> 01:05:58.400
This is life-threatening that we're talking about here. Again. It

1311
01:05:58.400 --> 01:06:01.500
drives to The Compassion. I'm talking about here

1312
01:06:01.500 --> 01:06:04.100
and doing leadership and having your safety culture set in the

1313
01:06:04.100 --> 01:06:05.300
right way and engaging yourself.

1314
01:06:06.200 --> 01:06:10.300
To make sure that you take care of your people in the correct ways goes a

1315
01:06:09.300 --> 01:06:13.300
long way because that permeates the entire organization and

1316
01:06:12.300 --> 01:06:15.700
level sets things and they know what your expectations

1317
01:06:15.700 --> 01:06:18.200
are. Number one and number two it just

1318
01:06:18.200 --> 01:06:21.100
you get a Groundswell of support and your system works the way

1319
01:06:21.100 --> 01:06:21.500
it's supposed to

1320
01:06:22.400 --> 01:06:23.800
Okay moving on.

1321
01:06:24.500 --> 01:06:27.000
Because we're going to take another break here and just a couple

1322
01:06:27.200 --> 01:06:27.300
of minutes.

1323
01:06:29.700 --> 01:06:32.700
So there's some protocols available there. They

1324
01:06:32.700 --> 01:06:35.500
are listed. We're going to go over a couple here just

1325
01:06:35.500 --> 01:06:38.800
to introduce you to them. I don't want to put you all asleep. That's

1326
01:06:38.800 --> 01:06:41.800
why I'm going to go into this section quickly before

1327
01:06:41.800 --> 01:06:44.100
break so that you can recover with another cup of

1328
01:06:44.100 --> 01:06:47.200
coffee. But I want you to have this

1329
01:06:47.200 --> 01:06:51.000
familiarity because these can be helpful tools for you. They're available

1330
01:06:50.400 --> 01:06:53.400
on the website and keep foot stomping

1331
01:06:53.400 --> 01:06:56.500
that so we've we've done that work for you to

1332
01:06:56.500 --> 01:06:59.800
make it available. The two that we're going to talk about today is

1333
01:06:59.800 --> 01:07:02.400
the Safety Management International collaborative group

1334
01:07:02.400 --> 01:07:06.000
or smikig as I like to call it. It's an

1335
01:07:05.300 --> 01:07:08.300
international protocol. I think it's it's pretty good.

1336
01:07:08.300 --> 01:07:11.000

The font is going to be pretty small on the

1337
01:07:11.400 --> 01:07:14.100
screen. It's in your smart pack and it's on the

1338
01:07:14.100 --> 01:07:17.400
website. What I'm going to show you is what the sneaking says now.

1339
01:07:18.400 --> 01:07:21.600
And what we did to tailor it to flight test organizations then

1340
01:07:21.600 --> 01:07:24.600
Rod's going to follow it up with the international standard

1341
01:07:24.600 --> 01:07:27.500
for business aircraft operations these bail

1342
01:07:27.500 --> 01:07:30.600
and the adjustments that were made both

1343
01:07:30.600 --> 01:07:34.100
of those protocols. The one that we modified and

1344
01:07:33.100 --> 01:07:36.300
the one that Rod modified are both available

1345
01:07:36.300 --> 01:07:39.400
on the flight test safety.org website and they have been for many years.

1346
01:07:40.300 --> 01:07:43.800
Use them don't whatever use something as

1347
01:07:43.800 --> 01:07:46.400
your guide if you're doing an implementation your

1348
01:07:46.400 --> 01:07:49.400
safety management system or you're maturing your system. So

1349
01:07:50.600 --> 01:07:51.900
With that there's the cover.

1350
01:07:53.300 --> 01:07:56.900
I think we're still at version 2 still version two, but this

1351
01:07:56.900 --> 01:07:59.500
is how it's structured. I just want to point out a couple of things on

1352
01:07:59.500 --> 01:08:02.200
why I personally like the smick egg.

1353
01:08:02.200 --> 01:08:05.800
Number one. It's a graduated evaluation system

1354
01:08:05.800 --> 01:08:08.500
present suitable operating and effective.

1355
01:08:08.500 --> 01:08:11.600
So as you mature your system you get evaluated against

1356
01:08:11.600 --> 01:08:13.000
those different levels.

1357
01:08:15.400 --> 01:08:17.900
And because it's not a pass fail.

1358
01:08:19.100 --> 01:08:22.200
But the other thing that's nice about this too is it's got this

1359
01:08:22.200 --> 01:08:25.800
section of what to look for and the FAA and their

1360
01:08:25.800 --> 01:08:29.600
spreadsheet that they use for the nas 9927 also

1361
01:08:28.600 --> 01:08:31.700
have a what to look for section in

1362
01:08:31.700 --> 01:08:34.500
that spreadsheet and to me that's where the gouges

1363
01:08:34.500 --> 01:08:37.300

that's where they're going to ask you the questions about your

1364
01:08:37.300 --> 01:08:40.800
system to see if it's compliant. Unfortunately as I'll

1365
01:08:40.800 --> 01:08:43.300
show you later. It's a yes or no, it's either

1366
01:08:43.300 --> 01:08:46.300
there or it's unsat, which is to me

1367
01:08:46.300 --> 01:08:49.400
unfortunate because remember it's your system.

1368
01:08:49.400 --> 01:08:52.200
So you may have some gaps and you may even declare that you have your

1369
01:08:52.200 --> 01:08:55.500
own gaps. And of course you fill this out before the auditor

1370
01:08:55.500 --> 01:08:58.200
comes or before you get your case manager with the FAA to

1371
01:08:58.200 --> 01:08:58.800
go through this process.

1372
01:08:59.800 --> 01:09:02.400
But you see they're very pointed questions

1373
01:09:02.400 --> 01:09:05.400
here about who the accountable executive is and what

1374
01:09:05.400 --> 01:09:07.300
those roles and responsibilities are.

1375
01:09:09.500 --> 01:09:11.400
And it goes through the whole thing Soup To Nuts.

1376
01:09:15.400 --> 01:09:16.200
safety policy

1377
01:09:17.500 --> 01:09:18.300
Which should be in it?

1378
01:09:19.600 --> 01:09:22.900
and other attributes of the policy needs

1379
01:09:22.900 --> 01:09:25.700
to be communicated throughout the organization probably one

1380
01:09:25.700 --> 01:09:28.300
of the questions the auditor is going to ask is hey

1381
01:09:29.500 --> 01:09:32.100
You know where the safety policy is. I don't see it on the cork board up
here.

1382
01:09:32.700 --> 01:09:35.200
What do you know about it? What's in it?

1383
01:09:35.200 --> 01:09:38.800
When was the last time you've seen it or when was there a web website
announcement

1384
01:09:38.800 --> 01:09:39.900
that it was reissued?

1385
01:09:40.500 --> 01:09:43.200
Those types of things that's how they're going to peel the

1386
01:09:43.200 --> 01:09:46.400
onion to find out. All right is the safety communication really

1387
01:09:46.400 --> 01:09:48.500
working within your within your organization?

1388
01:09:51.100 --> 01:09:54.300
Safety meetings and conferences. So these are kind of things that they're
expected to

1389
01:09:54.300 --> 01:09:57.800
see they want to see site safety councils. And where are

1390
01:09:57.800 --> 01:10:01.400
these bodies that get together and talk about the hazards

1391
01:10:00.400 --> 01:10:03.200
that are that are being reported and what

1392
01:10:03.200 --> 01:10:06.400
we're doing about it. How is the investigations occurring? What are we
learning about

1393
01:10:06.400 --> 01:10:09.400
it we close looping the process through safety risk management

1394
01:10:09.400 --> 01:10:10.100
safety insurance.

1395
01:10:12.800 --> 01:10:15.100
The reporting obviously is key and we've talked about

1396
01:10:15.100 --> 01:10:17.200
that pretty extensively this morning.

1397
01:10:23.400 --> 01:10:25.600
Safety objectives. We're going to address this afternoon.

1398
01:10:26.400 --> 01:10:29.000
So this is our our methodology and how we're going

1399
01:10:29.100 --> 01:10:32.200
to measure the performance of our safety system. So we're going

1400
01:10:32.200 --> 01:10:35.400
to scratch on that. We're going to talk about it in general terms and
then

1401
01:10:35.400 --> 01:10:37.200
we're going to talk about it through the lens of flight test.

1402
01:10:38.100 --> 01:10:41.300

So what we're going to do is break into groups, and we're going to develop.

1403
01:10:42.200 --> 01:10:44.100
flight test safety objectives

1404
01:10:44.800 --> 01:10:47.800
and we're going to show you in some definitions different than

1405
01:10:47.800 --> 01:10:50.400
the goals, especially as

1406
01:10:50.400 --> 01:10:52.500
we talk about how to build a safety policy statement.

1407
01:10:54.300 --> 01:10:54.600
right

1408
01:10:58.900 --> 01:11:01.400
accountable executive appointed full responsibility and

1409
01:11:01.400 --> 01:11:05.000
ultimate accountability for the safety management system. Okay. Well,

1410
01:11:04.100 --> 01:11:07.100
it doesn't dive into that. It just says that you

1411
01:11:07.100 --> 01:11:11.000
got to have to designate it and they're going to take a

1412
01:11:10.100 --> 01:11:13.700
look and see those roles and responsibilities

1413
01:11:13.700 --> 01:11:16.700
understood by the accountable executive. So

1414
01:11:16.700 --> 01:11:19.100
we talked about who that should be. This may be

1415
01:11:19.100 --> 01:11:23.200
we'll pick it up after the break but that is

```
1416
01:11:23.200 --> 01:11:26.100
a good question accountable executive accountable manager. Those

1417
01:11:26.100 --> 01:11:29.600
are called out and the standard those they want those people identified
and

1418
01:11:29.600 --> 01:11:32.400
really up to you on who you want that obviously there's

1419
01:11:32.400 --> 01:11:34.500
differing opinions. Should the CEO be it.

1420
01:11:35.700 --> 01:11:38.400
Sure, the business unit leader be it should the Squadron Co

1421
01:11:38.400 --> 01:11:41.000
be it it really it depends up to

1422
01:11:41.200 --> 01:11:44.200
you but those roles and responsibilities are non-negotiable.

1423
01:12:02.200 --> 01:12:02.800
We've had two.

1424
01:12:04.500 --> 01:12:07.700
Pilots that were presidents of the company and both

1425
01:12:07.700 --> 01:12:10.300
of those guys were absolutely the right

1426
01:12:10.300 --> 01:12:13.700
guy to lead that safety culture and

1427
01:12:13.700 --> 01:12:15.800
be the the accountable executive.

1428
01:12:17.300 --> 01:12:20.100
I don't think it's necessarily by position though because
```

1429
01:12:20.100 --> 01:12:23.600
I can't say that about the other guys that have been president of

1430
01:12:23.600 --> 01:12:25.100
the company there.

1431
01:12:25.900 --> 01:12:26.100
Yeah.

1432
01:12:26.900 --> 01:12:29.100
Again, I think goes back to how you want to structure

1433
01:12:29.100 --> 01:12:31.700
your organization in terms of the Safety Management.

1434
01:12:34.400 --> 01:12:38.900
But here's some of the things that that at least we considered

1435
01:12:38.900 --> 01:12:41.100
when we elected to have the CEO or

1436
01:12:41.100 --> 01:12:45.900
president be the accountable executive number one in

1437
01:12:44.900 --> 01:12:47.900
terms of the nas 9927. It's

1438
01:12:47.900 --> 01:12:50.800
three main pillars designing and

1439
01:12:50.800 --> 01:12:52.400
certification production.

1440
01:12:53.500 --> 01:12:56.600
Continued operational safety now depending upon who's

1441
01:12:56.600 --> 01:13:00.000
the head cheese of those three domains. And in

1442
01:12:59.200 --> 01:13:02.400

many cases, they're not the same person. Now you

1443
01:13:02.400 --> 01:13:05.700
run into a problem. So is it better to have accountable managers

1444
01:13:05.700 --> 01:13:06.300
of those?

1445
01:13:07.200 --> 01:13:10.400
Tops of those three organizations and the accountable executive is

1446
01:13:10.400 --> 01:13:13.200
still the CEO and if it's your contention that

1447
01:13:13.200 --> 01:13:15.700
you're not going to decouple your environmental health and safety.

1448
01:13:16.700 --> 01:13:19.600
Component from your Aviation safety

1449
01:13:19.600 --> 01:13:22.800
risk component. So the nas 9927

1450
01:13:22.800 --> 01:13:25.200
what I failed to mention was that it deals strictly with

1451
01:13:25.200 --> 01:13:28.300
Aviation safety risk, in other words in the operation of an

1452
01:13:28.300 --> 01:13:31.600
airplane. It's not slipped trips and falls. It's not

1453
01:13:31.600 --> 01:13:33.300
snakes on the sidewalk.

1454
01:13:36.300 --> 01:13:39.300
So you have to decide how you want to blend those two.

1455
01:13:39.300 --> 01:13:41.000
I like to keep them coupled.

1456
01:13:42.200 --> 01:13:44.800
Now there's a separate guy that does the H&S.

1457
01:13:45.600 --> 01:13:48.400
You know and I stay in the aviation safety rear stomach. That's

1458
01:13:48.400 --> 01:13:51.300
fine. But we know that there are maintenance things

1459
01:13:51.300 --> 01:13:54.700
that can happen. There's production things that can happen. There's quality

1460
01:13:54.700 --> 01:13:57.500
influences that are still part of the system that

1461
01:13:57.500 --> 01:14:00.500
have a safety effect and can manifest themselves

1462
01:14:00.500 --> 01:14:01.800
in an aviation safety risk.

1463
01:14:03.600 --> 01:14:06.200
Just something that you have to decide on but you

1464
01:14:06.200 --> 01:14:09.600
can debate valuable or valid points

1465
01:14:09.600 --> 01:14:10.800
on both sides of the coin.

1466
01:14:11.600 --> 01:14:14.200
But I think it was mentioned before they just need

1467
01:14:14.200 --> 01:14:17.200
to understand what their role and responsibility is in the

1468
01:14:17.200 --> 01:14:18.100
management of the system.

1469

01:14:19.300 --> 01:14:22.800
And can walk the talk by specific example. Is

1470
01:14:22.800 --> 01:14:23.600
that fair General? Yeah.

1471
01:14:24.600 --> 01:14:27.000
Okay. I just a couple things. I want to

1472
01:14:27.300 --> 01:14:30.400
mention before we go to break here. I wanted

1473
01:14:30.400 --> 01:14:33.000
to bring up Erp don't let me Breeze by

1474
01:14:33.000 --> 01:14:33.200
this.

1475
01:14:34.100 --> 01:14:37.800
Right here. So here's the Erp. This is in that

1476
01:14:37.800 --> 01:14:40.400
smick egg standard. It's pretty clear.

1477
01:14:40.400 --> 01:14:43.100
They want you to have one. They want you to

1478
01:14:43.100 --> 01:14:46.400
drill it. How many people have had emergency response plan drill in

1479
01:14:46.400 --> 01:14:46.900
the last year?

1480
01:14:49.600 --> 01:14:52.500
Okay, pretty good. Let me ask you this. How many

1481
01:14:52.500 --> 01:14:55.300
people have had a mercy response drill in the last

1482
01:14:55.300 --> 01:14:56.800
year and included?

1483
01:14:58.000 --> 01:14:58.700
HR

1484
01:15:01.500 --> 01:15:02.900
crisis Communications

1485
01:15:05.200 --> 01:15:05.700
in that drill

1486
01:15:07.800 --> 01:15:10.200
Excellent. I would love to hear more about how you pulled that

1487
01:15:10.200 --> 01:15:13.200
off the support that you got for it. There were

1488
01:15:13.200 --> 01:15:16.200
a lot of hands that didn't go up. What I'm driving at here is

1489
01:15:16.200 --> 01:15:19.700
to me it needs to be a company comprehensive plan.

1490
01:15:20.400 --> 01:15:23.800
It can be in the portfolio with other crisis management

1491
01:15:23.800 --> 01:15:26.100
plans business continuity plans Etc,

1492
01:15:26.100 --> 01:15:30.400
but it needs to be focused on Aviation and

1493
01:15:29.400 --> 01:15:32.300
how we're going to respond from a

1494
01:15:32.300 --> 01:15:33.100
flight test organization.

1495
01:15:34.400 --> 01:15:37.100
There are other components and elements that

1496

01:15:37.100 --> 01:15:40.900
you can add specifically. Well we do an abundance of testing high-risk

1497
01:15:40.900 --> 01:15:41.500
testing over water.

1498
01:15:42.200 --> 01:15:45.300
Well the number for the Coast Guard might be handy in your

1499
01:15:45.300 --> 01:15:48.300
red book in the flight test organization. And how

1500
01:15:48.300 --> 01:15:51.300
is that communication going to be established and I will

1501
01:15:51.300 --> 01:15:54.500
tell you that communication for an accident can

1502
01:15:54.500 --> 01:15:56.400
come in and a multitude of ways.

1503
01:15:57.700 --> 01:16:00.400
You need to be ready for that and and what

1504
01:16:00.400 --> 01:16:03.500
does the process look like to spool up your emergency

1505
01:16:03.500 --> 01:16:06.800
response plan? And is it a multidisciplinary approach

1506
01:16:06.800 --> 01:16:09.900
so that if it's us and our

1507
01:16:09.900 --> 01:16:13.000
people are involved you can look at the HR person

1508
01:16:12.400 --> 01:16:15.100
and go how are we doing with family

1509
01:16:15.100 --> 01:16:15.600
assistance?

1510
01:16:18.200 --> 01:16:21.400
Who's reaching out to the families who's making that communication?

1511
01:16:22.700 --> 01:16:23.400
all very important

1512
01:16:26.200 --> 01:16:29.000
Okay, SMS documentation is part of this so you got

1513
01:16:29.100 --> 01:16:30.500
to be taking notes.

1514
01:16:32.100 --> 01:16:35.200
And finally just to let you know we're going

1515
01:16:35.200 --> 01:16:39.000
to segue now after the break into rods discussion about

1516
01:16:38.200 --> 01:16:41.300
the isbale, but both Protocols are

1517
01:16:41.300 --> 01:16:44.200
available on flight test safety.org if I haven't said

1518
01:16:44.200 --> 01:16:44.500
it already.

1519
01:16:45.300 --> 01:16:48.200
Yes, sir. Just a quick comment a plug for the

1520
01:16:48.200 --> 01:16:51.000
smicg at wyvern. That's the tool we use for

1521
01:16:51.500 --> 01:16:54.900
SMS evaluation. Why because it was a developed and maintained

1522
01:16:54.900 --> 01:16:58.100
by the FAA Transport Canada EOS civil

1523

01:16:57.100 --> 01:17:00.400
aviation authorities around the world in conjunction with that

1524
01:17:00.400 --> 01:17:03.500
KO. So it has International cloud and you

1525
01:17:03.500 --> 01:17:06.200
can actually pick up the phone and call these people that are part of

1526
01:17:06.200 --> 01:17:09.400
managing that program and they answer the phone and have a conversation with

1527
01:17:09.400 --> 01:17:12.200
them about improving it and they'll listen to that and on the

1528
01:17:12.200 --> 01:17:15.000
next revision revision three, which I would assume will come out in the

1529
01:17:15.100 --> 01:17:18.100
next year. You might see your input there. So it's

1530
01:17:18.100 --> 01:17:21.500
a way to really engage with a group of

1531
01:17:21.500 --> 01:17:25.300
people who who are responsive and

1532
01:17:24.300 --> 01:17:27.100
you can be an active player in that.

1533
01:17:28.100 --> 01:17:31.300
Yep. So just when you click on that, this is what you're

1534
01:17:31.300 --> 01:17:34.300
going to see it's in the same format president suitable operational

1535
01:17:34.300 --> 01:17:37.100
effective and it reads kind of

1536
01:17:37.100 --> 01:17:40.300

similar except substitute flight test and flight test

1537
01:17:40.300 --> 01:17:43.300
organizations, and I'm just going to fast forward to one thing

1538
01:17:43.300 --> 01:17:47.000
here that I wanted to point out to you. We are so compelled to

1539
01:17:46.300 --> 01:17:49.600
have you as part of a professional society and

1540
01:17:49.600 --> 01:17:51.500
to attend conferences such as this

1541
01:17:52.300 --> 01:17:55.700
that it has a measurable impact on safety and safety communication

1542
01:17:55.700 --> 01:17:58.100
that we actually baked it

1543
01:17:58.100 --> 01:17:59.800
into the tailored protocol.

1544
01:18:00.900 --> 01:18:01.500
You're welcome.

1545
01:18:03.100 --> 01:18:06.400
With that I'm going to ask if we can do 15 minutes a quick

1546
01:18:06.400 --> 01:18:09.400
break because we're going to break for lunch. So you're gonna get more
time

1547
01:18:09.400 --> 01:18:10.300
to socialize.