

Personal Responsibility and Accountability in Safety Management



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Risk Taking

and

Rule Breaking

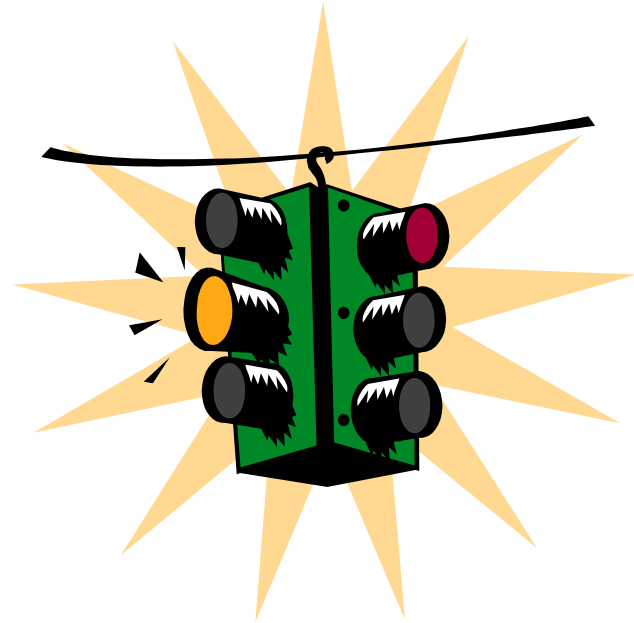
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Risk Taking and Rule Breaking is instinctively wrong

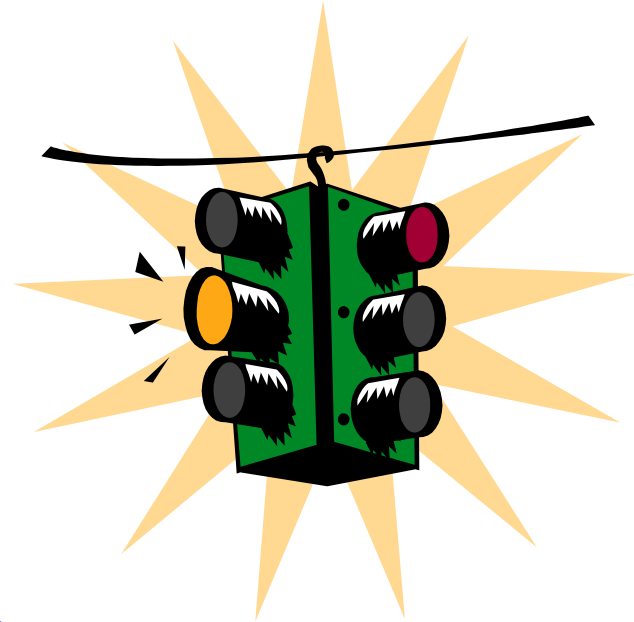
Why..... ?



So why do we all do it ?



...and what do we perceive the risk as ?



POLICE

ACCIDENT

‘ Society has learned to consider risk taking and rule breaking as markers of good leadership’

Anon

???

Personal Responsibility and Accountability in Safety Management

Personal Responsibility and Accountability in Safety Management

‘Nobody comes to work to do a bad job’

**Do people personally act the same when they are at
work as when approaching a personal task
e.g. at home ?**

Personal Responsibility and Accountability in Safety Management

Definition:

Something that it is your job or duty to deal with

Do people act responsibly in all aspects of their work ?

Personal Responsibility and **Accountability** in Safety Management

Definition:

Someone who is accountable is completely responsible for what they do and must be able to give a satisfactory reason for it

Who is actually Accountable for all of the tasks in the Company ?

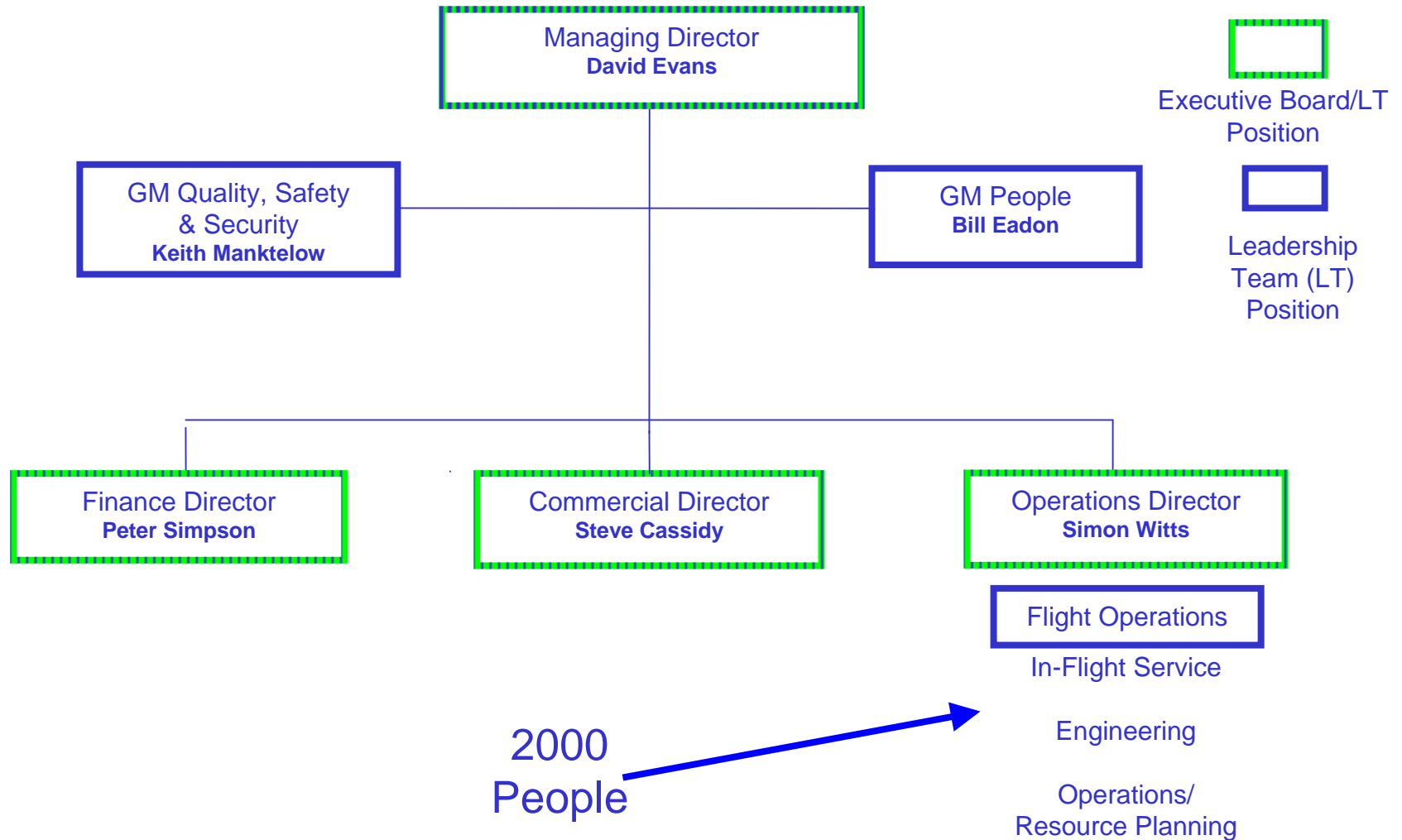
- Managerial Accountability
- Personal Accountability

Personal Responsibility and Accountability in **Safety Management**

**How many Companies have fully adopted Safety
Management as defined by CAP 712 ?**

How do you know that you have ?

British Airways CitiExpress – Company Structure





Safety Objectives

Safe Release of aircraft from Line Maintenance

Safe Release of aircraft from Base Maintenance





To achieve these Safety Objectives, all tasks planned, procedures used, training given, execution delivered must be right each time, every time

Regulations?

How do you ensure that nobody takes risks or breaks any rules on the company structure?

Audits?

Quality?



Sanctions?

Selection?

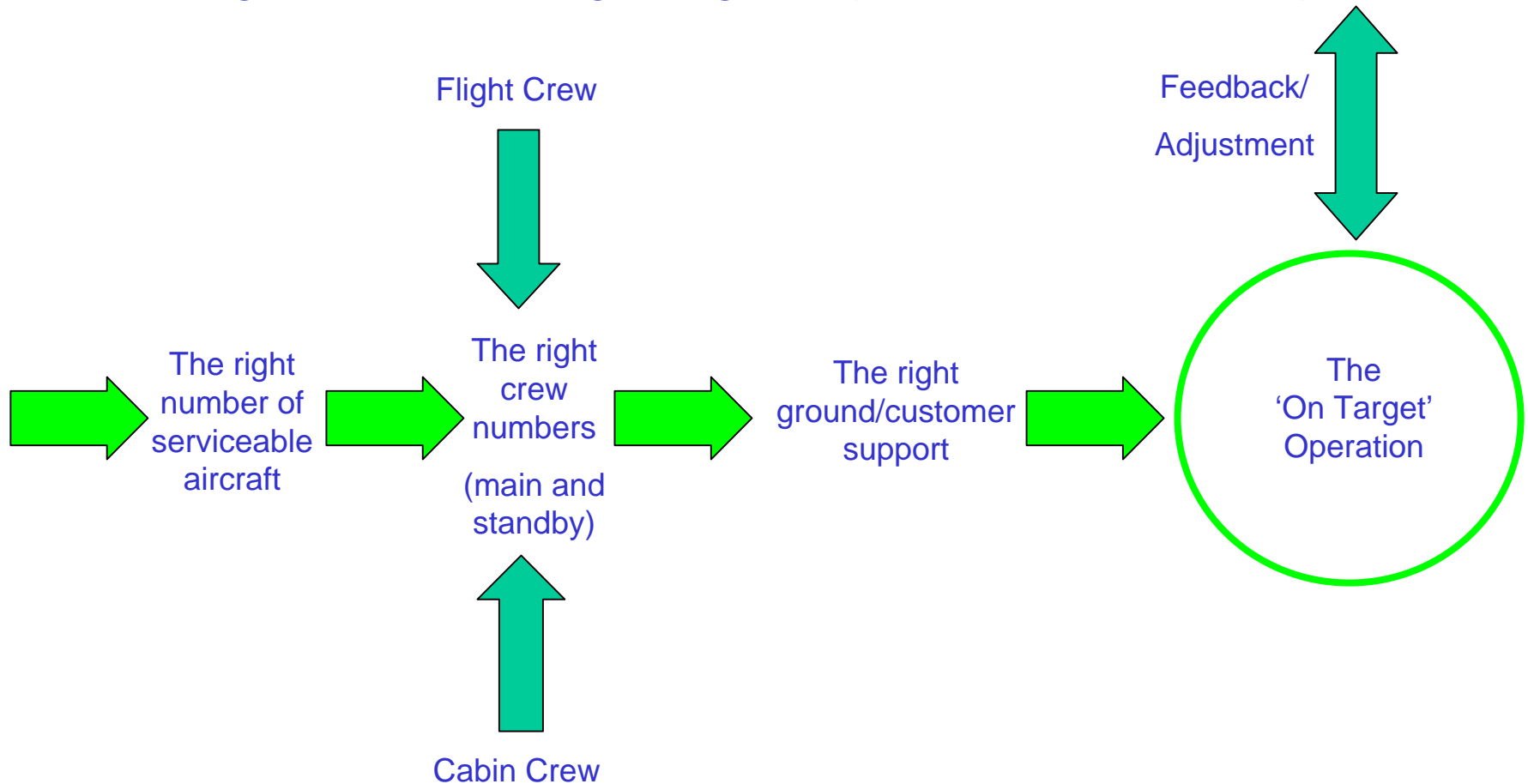
How do you ensure that nobody takes risks or breaks any rules?

Training?

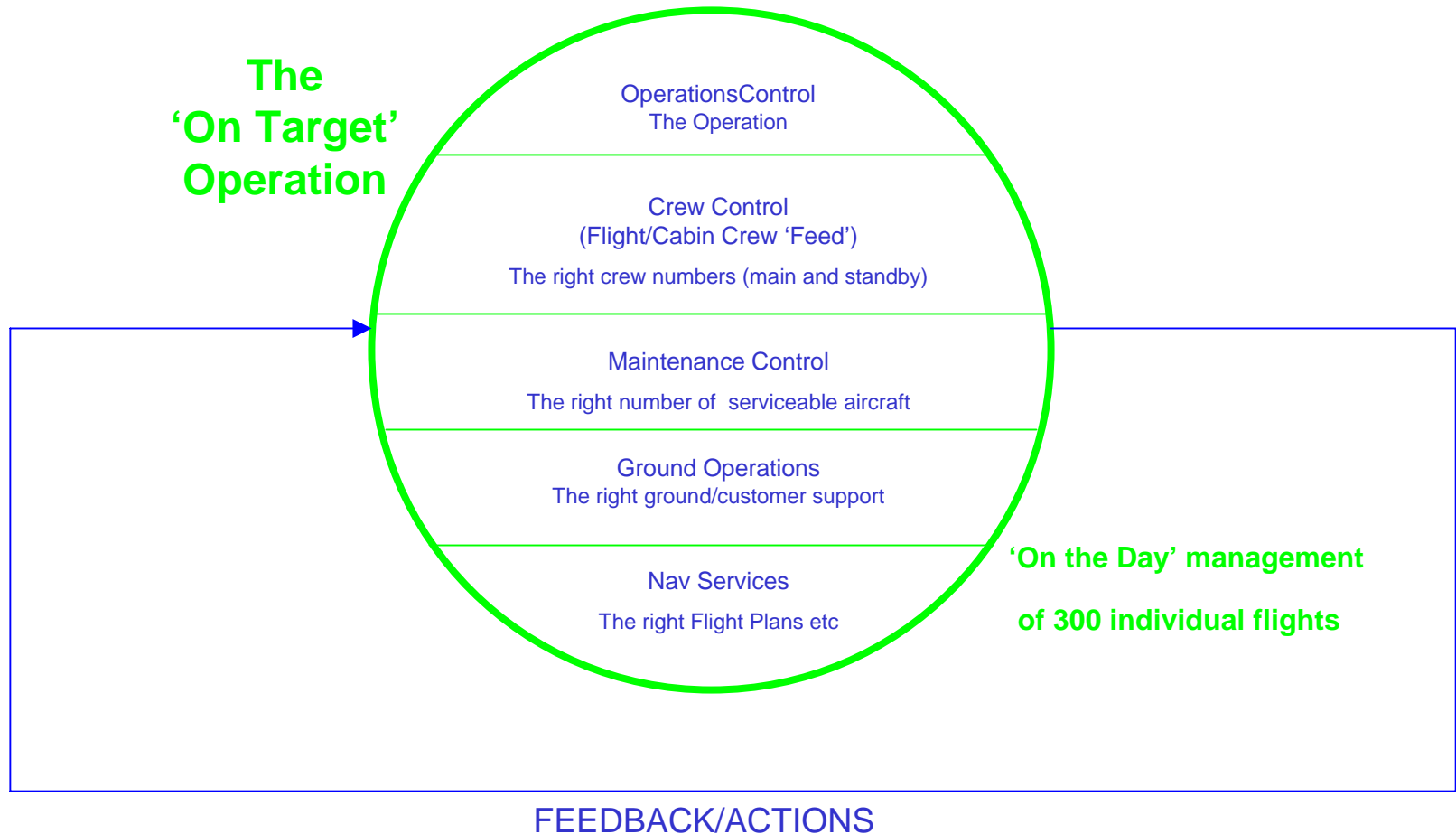
Procedures?

Operational Elements

Budget/Season Change – agree Operational/Aircraft Requirement



Operational Elements



Types of Rule-Breaking

- **Unintentional – understanding**
 - Don't know how
- **Unintentional – awareness**
 - Not aware
- **Routine**
 - Effort greater than benefit
- **Situational**
 - No-can-do
- **Optimising**
 - I can do better
- **Exceptional**
 - First time

* Courtesy: Shell 'Managing Rule-Breaking'

Example

Task 1

Locking of Front Door of your House

Option 1

- a) Obtain copy of AMM
- b) Check for latest version
- c) Take to the place the task is to be carried out
- d) Turn to Chap 3, Page 1216, Para iv, sub-para x
- e) Follow tasks

Option 2

Memory Drill

Example

Task 2

Re-fastening cowling on Ramp

Option 1

- 1) Obtain copy of AMM
- 2) Check for latest version
- 3) Take to the place the task is to be carried out
- 4) Turn to Chap 3, Page 1216, Para iv, sub-para x
- 5) Follow tasks

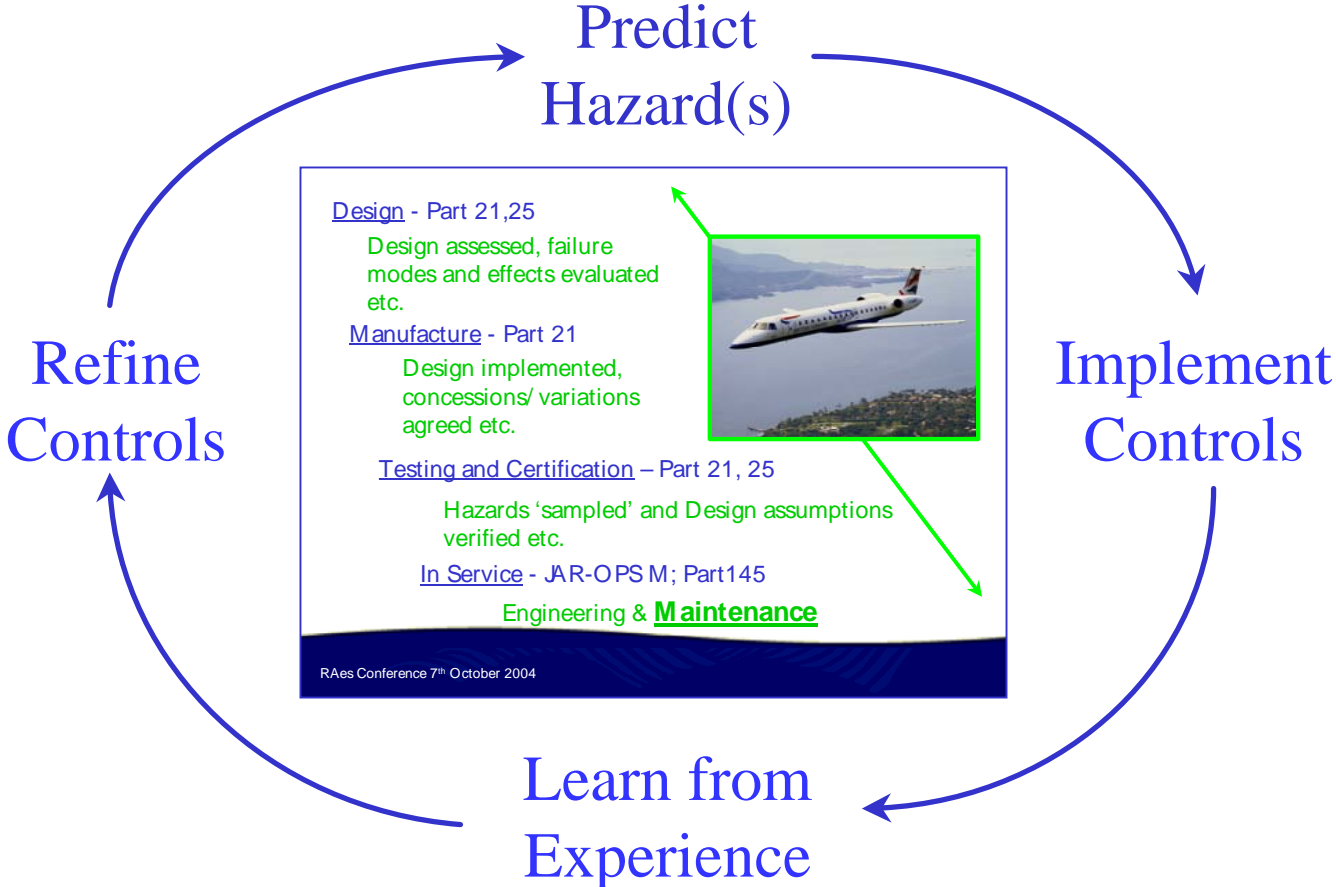
Option 2

Memory Drill

People

- Over many years, people doing the job have developed better ways of carrying out tasks
 - People use their memories as their first point of reference
- Do the Manuals often follow this development ?
 - If they do, they often get more complex
- If we detect something has gone wrong what do we do ?
 - Issue QAN ?
 - Re-train ?
 - Issue sanctions ?
- It goes much deeper than this !

The Safety Management Approach...



Supplement with....

- Listening to our People
- Driving appropriate Task tools
 - Manuals
 - Memory Drill Training
 - Simulator Checks
- Strong Quality Control, Quality Assurance, Direction and Support
- Tools are available



Rules and Procedures

- Form one of the major barriers between hazards and unwanted events
- Two ways people can remove barriers:
 - Errors – slips, lapses or mistakes
 - Violation – intentionally breaking rules
- When people fail to follow a procedure fully (rule-breaking), an essential control has been removed

In Conclusion

- Rule-Breaking and Risk-Taking forms a major threat to the Safety Management System
- People break rules for what they see as good reasons – to get the job done
- A successful organisation harnesses goodwill and enthusiasm to optimise what it does and how it does it
 - Rule-Breaking and Risk Taking minimised

Ideally....

- A 'seamless' approach to flying aircraft with
 - Flight Operations
 - In-Flight Service
 - Engineering
 - Operations...working as one team !
- After all, that's what the architects of JAR-OPS intended in the first place

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