



**National
Transportation
Safety Board**

The Critical Role of Safety Leadership

Robert L. Sumwalt, III

Air Charter Safety Symposium

5 in 5

LaGuardia, 1989



LAX, 1991



Charlotte, July 1994



LaGuardia, 1992



Pittsburgh, Sept 1994



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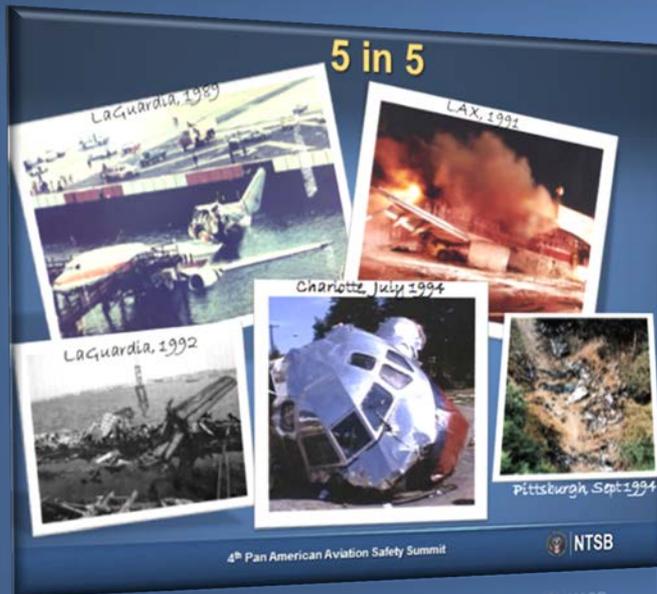
What is Leadership?

**“Leadership is about influence.
Nothing more. Nothing less.”**

- John Maxwell

Safety Leadership

- Your job as leaders of the air charter industry is to use your influence to ensure this doesn't happen on your watch.



Three leadership questions

- 1) Are you on the right track?
- 2) Is safety the top priority of your company?
- 3) Do you have a good safety culture?



Three leadership questions

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It appears you're on the right track.

“Even if you're on the right track, you'll get run over if you just sit there.”

- Will Rogers



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A Word of Caution:

**NEVER EVER BELIEVE GOOD
NEWS**



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Monday's Headlines
January 12, 2009



Friday's Headlines
January 16, 2009



4 Weeks Later
February 12, 2009

“Good can be Bad”

- With good safety performance, people/organizations can easily become complacent.
- Don't ever believe that a lack of accidents means you are “safe.”
- To counter this complacency, there must be a leadership obsession with continuous improvement.

- Courtesy of Jim Schultz



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Priority or Core Value?



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Do you have a good safety culture?

- “... it is worth pointing out that if you are convinced that your organization has a good safety culture, you are almost certainly mistaken.”
- “... a safety culture is something that is striven for but rarely attained...”
- “...the process is more important than the product.”
 - James Reason, “Managing the Risks of Organizational Accidents.”



“The best way to predict the future is to create it.”

- Peter Drucker



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Creating a Future of Safety Culture:

SAFETY CULTURE



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Priority or Core Value?

“Safety culture is the core values and behaviors resulting from a collective commitment by leaders and individuals to emphasize safety over competing goals to ensure protection of people and the environment.”

Source: U.S. Nuclear Regulatory Commission

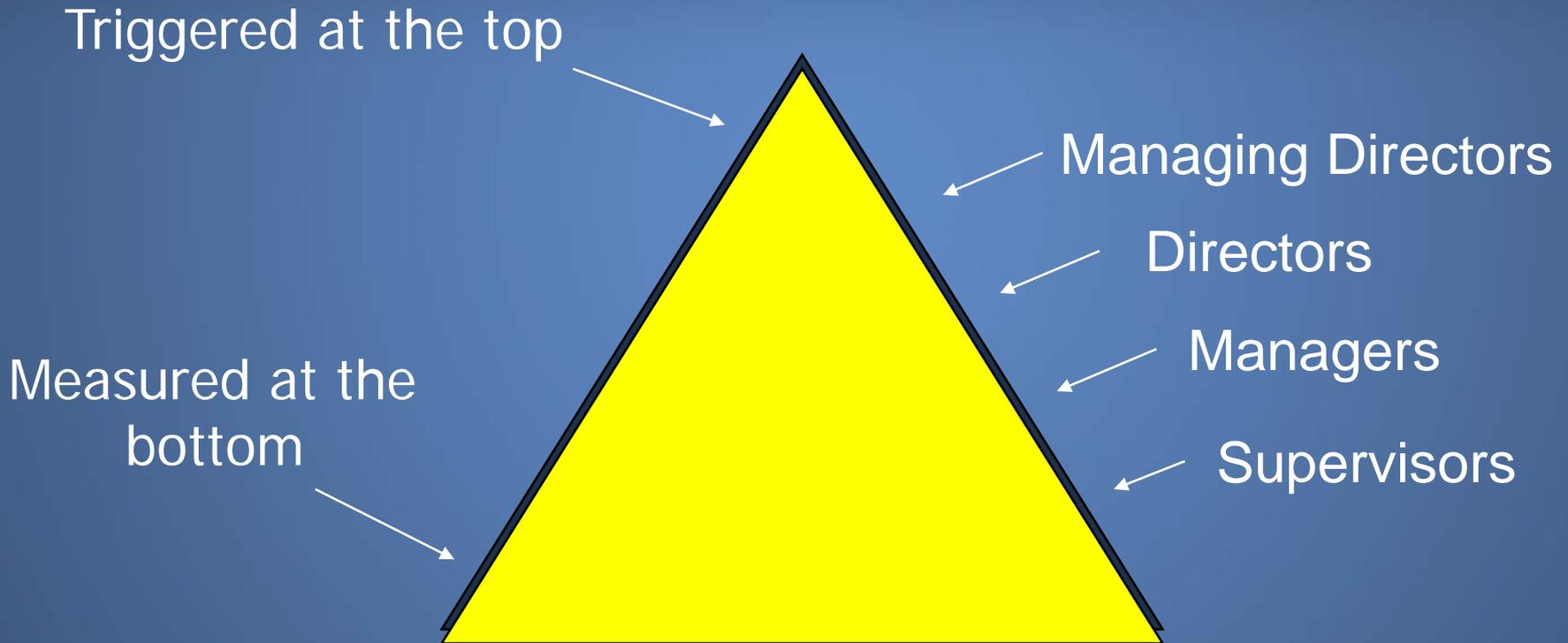


Roadmap to Safety Culture

- 
1. Demonstrate Management Commitment
 2. Promote Open Communications and Reporting
 3. Cultivate Just Culture and Trust
 4. Insist on Standardization and Compliance



Safety Culture is:



Safety culture starts at the top of the organization and permeates the entire organization.

How leaders influence safety

“The safety behaviors and attitudes of individuals are influenced by their perceptions and expectations about safety in their work environment, and they pattern their safety behaviors to meet demonstrated priorities of organizational leaders, regardless of stated policies.”

- Dov Zohar, as cited in NTSB accident report

Employee Comments

- “Sometimes I feel safety is priority one as long as it's convenient.”
- “[Management] pays lip service to safety. On time performance & budgets take precedence over safety.”
- “It’s all about on time performance and safety rules are thrown out the window to keep on time performance. Management has no clue.”



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Keeping Fingers on the Pulse

- How do you detect and correct performance deficiencies before an accident?
- How do you keep your finger on the pulse of your operations?
- Do you have multiple data sources?



Employees



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Are employees comfortable reporting?

- They are open to report safety problems, if they receive assurances that:
 - The information will be acted upon
 - Data are kept confidential or de-identified
 - They will not be punished or ridiculed for reporting



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“Just” Culture

- Employees realize they will be treated fairly
 - Not all errors and unsafe acts will be punished (if the error was unintentional)
 - Those who act recklessly or take deliberate and unjustifiable risks will be punished



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USAir 1016
July 2, 1994
Charlotte, North Carolina
37 fatalities



Failure to follow procedures led to crash, board finds

By CHARLES POPE
Washington Bureau

WASHINGTON — USAir Flight 1016 crashed last year after its pilots blundered into a severe thunderstorm shrouding the Charlotte airport and then responded incorrectly when the threat was recognized, federal safety officials concluded Tuesday.

The picture painted by the Na

APRIL 5, 1995

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children
advisories

*Failure to follow
procedures led
crash, board*

WHY SOPS ARE CRITICAL



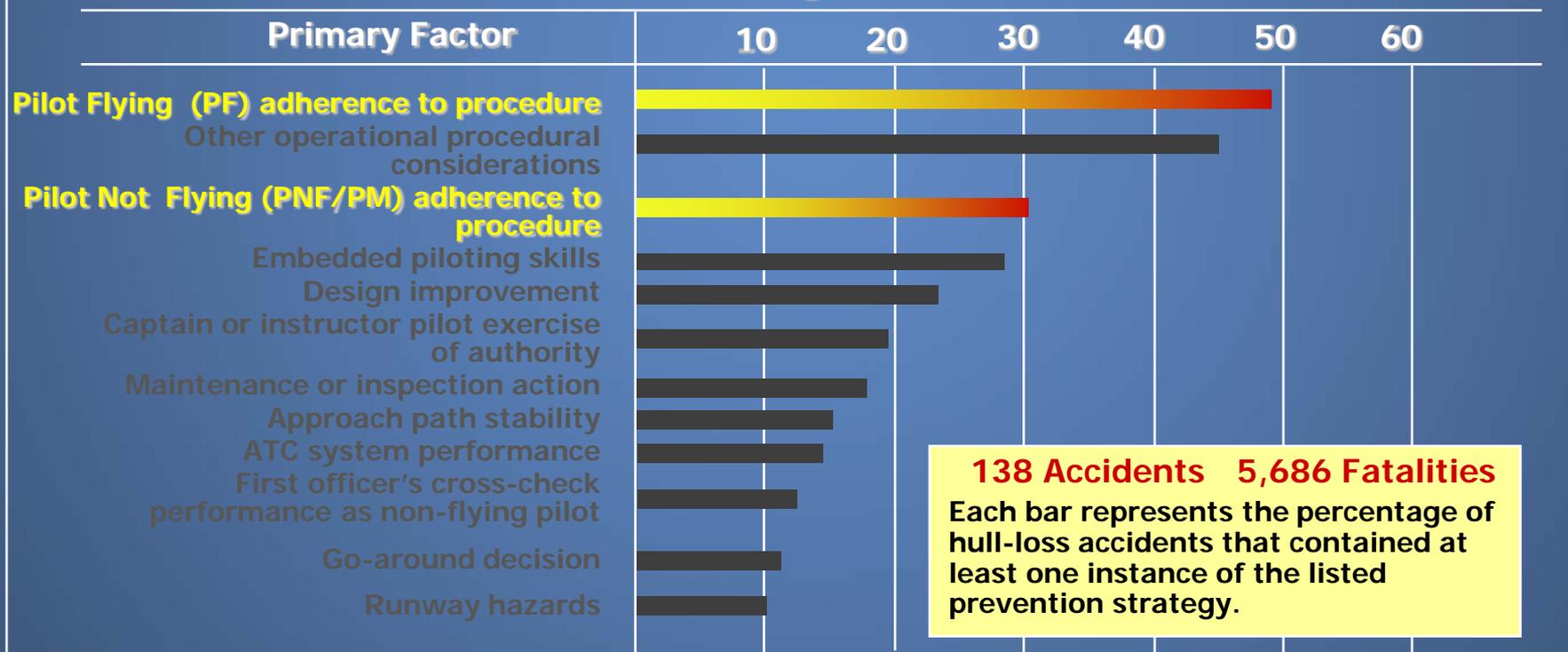
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Accident Prevention Strategies

Source: Boeing study of accident prevention strategies

Hull-loss Accidents over 10 Year Period

Percentage of Accidents



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Things to think about

- Do you have clearly defined, well thought-out SOPs?
- If so, do you insist on rigorous adherence to those procedures?
- How do you measure adherence?
- Do you reward the right kinds of behavior?

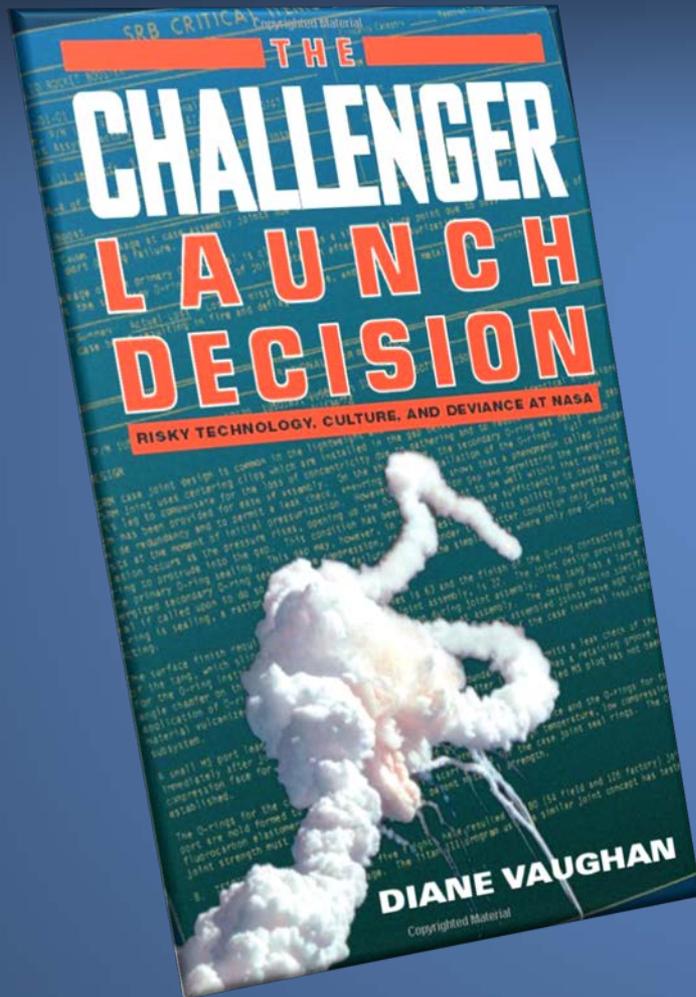


Intentional non-compliance leads to other problems

- LOSA data revealed that, compared to crews who followed SOPs, crewmembers who intentionally deviated from procedures:
 - averaged making 3 times more errors
 - mismanaged more errors
 - found themselves in more undesired aircraft situations



Avoid “Normalization of Deviance”



- Normalization of Deviance: When not following procedures and taking “short cuts” and becomes an accepted practice.



Avoid Selective Compliance



- “That is a stupid rule.”
- “I don’t have to comply with that one.”





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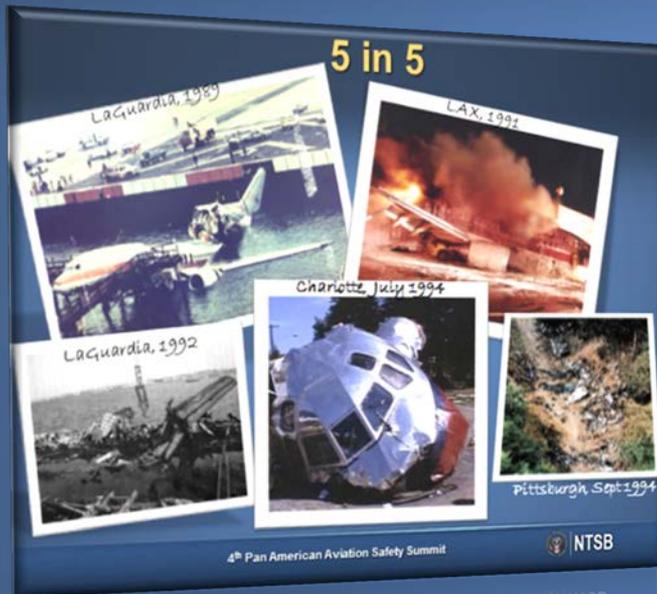
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