



**National
Transportation
Safety Board**

The Critical Role of Leaders for Promoting Safety

Creating a Future of Safety
within Bristow Group

Robert L. Sumwalt, III

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

- Peter Drucker



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What does leadership have to do with safety, anyway?

- Recalled 14 million cars this year
 - More than total number of cars produced last year.



- \$35 million penalty
 - Single highest civil penalty resulting from an automobile recall.



- Recalls cost GM \$1.9 Billion
- Secretary Foxx recently referred to GM's broken safety culture

General Motors Company GM

33.94 +0.31 (0.92%)

1d 1w 1m 3m **6m** 1y 2y



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For Immediate Release: Friday, May 16, 2011

GM Signs Consent Order with National Highway Traffic Safety Administration

DETROIT - General Motors Co. (NYSE: GM) has come to an agreement with the National Highway Traffic Safety Administration (NHTSA) for failing to report in a timely manner the ignition switch defect. As part of this agreement, GM will pay a \$35 million fine.

"We have learned a great deal from this recall. We will now focus on the goal of becoming an industry leader in safety," said GM CEO Mary Barra. "We will emerge from this situation a stronger company."

Working with NHTSA, GM has already begun reviewing processes and policies to avoid future recalls of this nature.



BARRA

We have learned a great deal from this recall. We will now focus on the goal of becoming an industry leader in safety.

Under the Chevrolet, Cadillac, Buick, GMC, Hummer, Infiniti, Opel, Saab, Saturn and global brands. More information on the company and its subsidiaries, including Opel, a global leader in vehicle safety, security and information services, can be found at <http://www.gm.com>

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**Where you stand on an issue
depends on where you sit.**



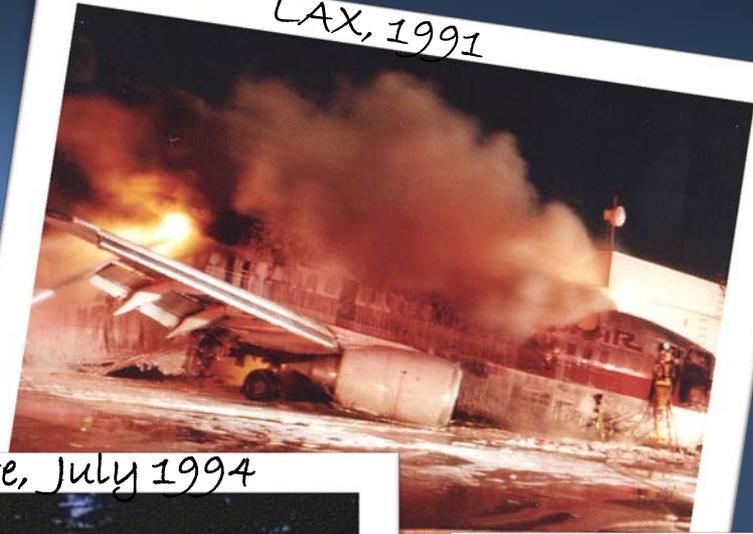
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5 in 5

LaGuardia, 1989



LAX, 1991



Charlotte, July 1994



LaGuardia, 1992



Pittsburgh, Sept 1994



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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

AROUND THE WORLD.
AROUND THE CLOCK.



LATEST NEWS

- Press Releases
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- Magazines

COLLATERAL MATERIAL

ANNUAL REPORTS

Bristow Achieves One Year of Target Zero Safety in Oil and Gas Operations

AUGUST 25, 2014



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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“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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What do you measure and reward?

- Are you measuring the right things?
- Are they the most appropriate predictors of catastrophic events?



Creating a Future:

SAFETY CULTURE



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Safety Culture is:

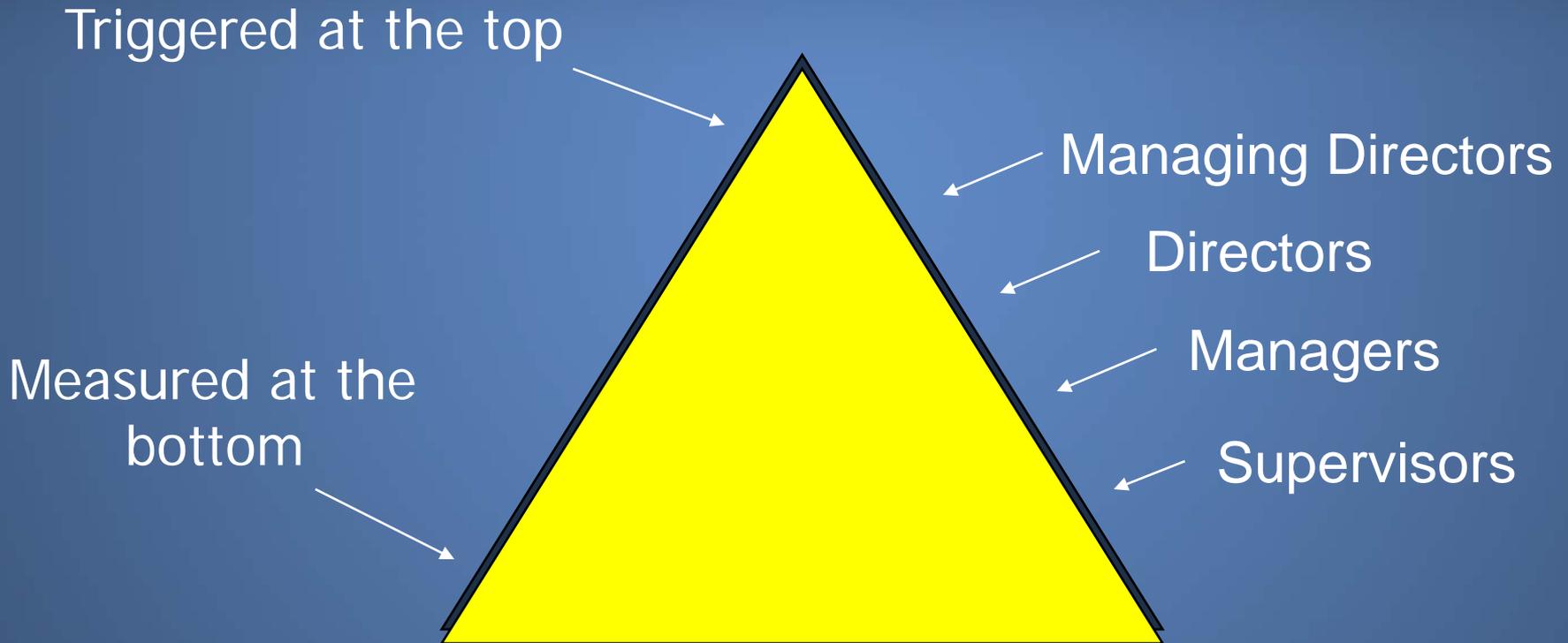
“Safety culture is the core values and behaviors resulting from a collective commitment by leaders and individuals to emphasize safety over competing goals to ensure protection of people and the environment.”

Source: U.S. Nuclear Regulatory Commission



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Safety Culture is:



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

Do you have a good safety culture?



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TARGET ZERO CULTURE OF SAFETY

AIR ACCIDENT RATE*
PER 100,000 FLIGHT HOURS
*Includes commercial operations only



TOTAL RECORDABLE INJURY RATE*
PER 200,000 MANHOURS
*Includes commercial operations and corporate only



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.”



Roadmap to Safety Culture

- 
1. Demonstrate Leadership Commitment
 2. Promote Open Communications and Reporting
 3. Cultivate Just Culture and Trust



What is Leadership?

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

- John Maxwell



Safety Leadership

Your job as leaders of Bristow is to use your influence to ensure this doesn't happen on your watch.



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



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What did employees perceive?

“the mentality now is move trains”

Post-accident statements made by the supervisor of the construction, installation, and testing crew were indicative of an emphasis on maintaining operations over safety.

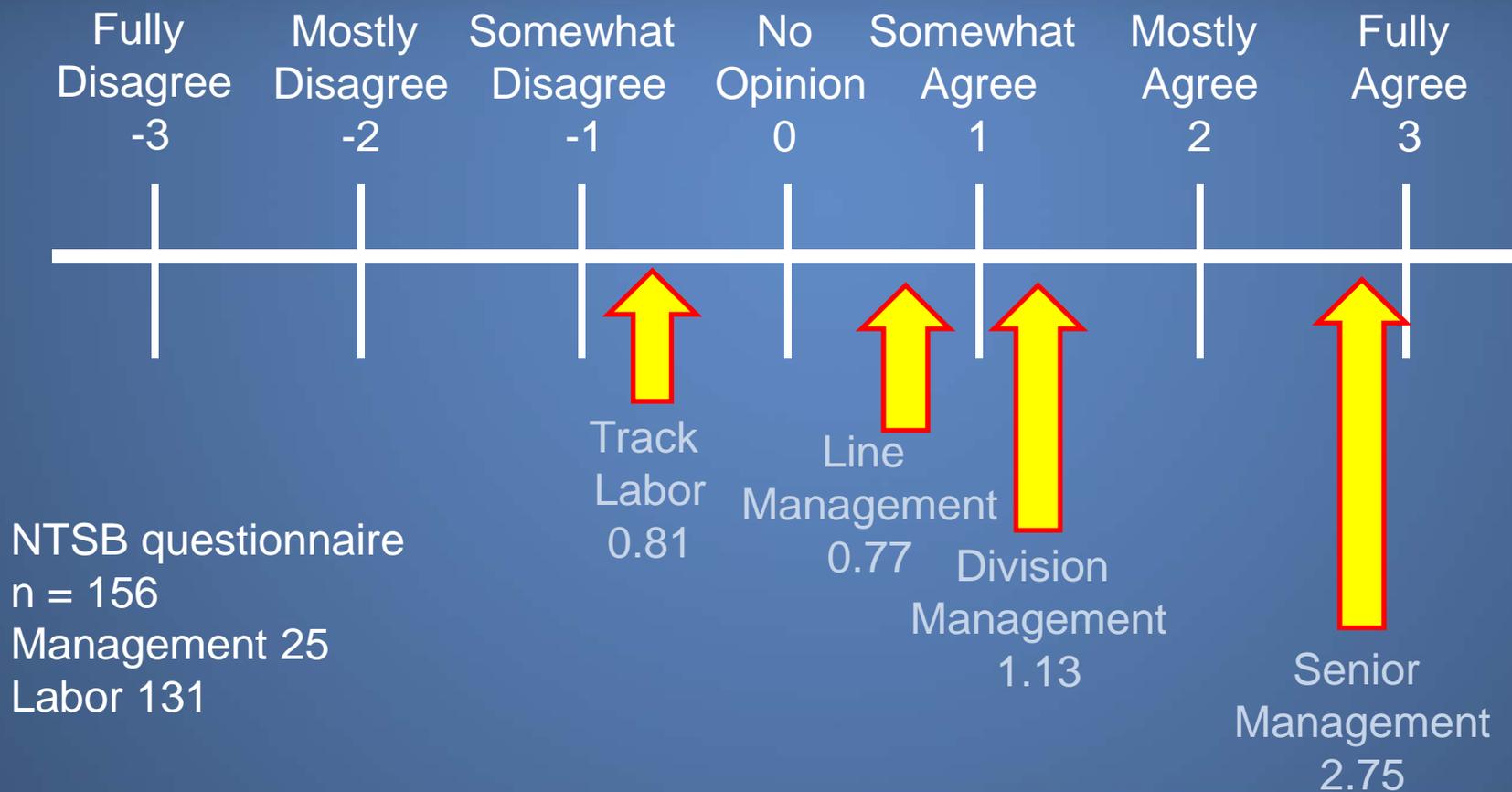


Metro-North Railroad



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Metro North management is committed to workplace safety and participates regularly in safety events.



Management does not pressure staff to maintain service or operations, potentially at cost of safety.

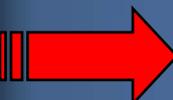


Employee Comments

- “Sometimes I feel safety is priority one as long as it's convenient.”
- “Metro-North pays lip service to safety. On time performance & budgets take precedence over safety.”
- “The railroad only cares about the on time performance.”
- “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

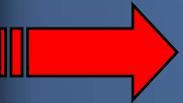


Are employees comfortable reporting?

- 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



Roadmap to Safety Culture

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Ensuring Safety

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

- Peter Drucker





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