

# Kuala Lumpur RRSS Workshop

20 November 2013



# A framework for RST processes

- Establishing an RST
  - Membership
  - Terms of reference
  - Work programme (schedule, agenda, venue, etc)
- RST activities
  - Undertake ongoing risk management activities
  - Recommend mitigations and facilitate implementation
  - Monitor effectiveness
- RST Tools
- Communication and outreach

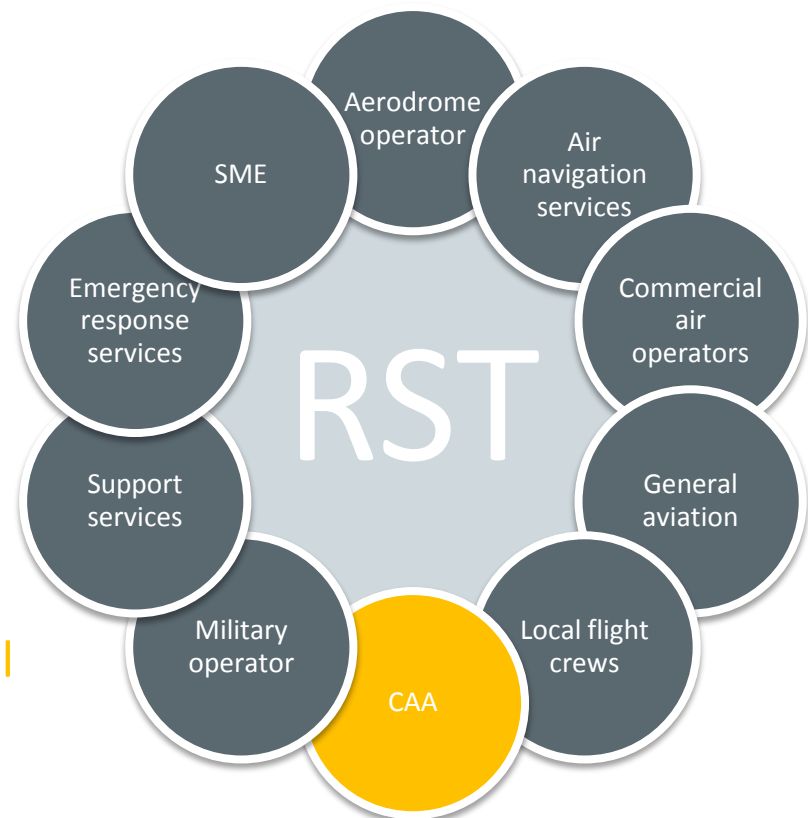
# Establishing an RST - Membership

Manage RST membership

- Ensure appropriate representation
- Appoint a Leader
- Create and maintain contact details
- Identify focal points if necessary

Regulatory agencies are encouraged to be part of the RST to:

- Advise on regulatory matters
- Participate in information sharing
- Understand hazards / risk with local operations
- Interface with other State agencies
- **Not to take enforcement actions!**



# Team Building



# What is Teamwork & Team Building

## Teamwork

- Concept of people working together as a team
- A team player is someone who is able to get along with their colleagues and work together in a cohesive group

## Team Building

- Process of establishing and developing a greater sense of collaboration and trust between members



# Why Should We Be a Team?

- When individuals use their skills and knowledge together, the result is a stronger entity that can fulfill its mission.
- People working together can sustain the enthusiasm and lend support needed to accomplish the goal.



# How does a Team Work Best?

A Teams succeeds when its members have:

- a commitment to common objectives
- defined roles and responsibilities
- effective decision systems, communication and work procedures
- good personal relationships

# Teamwork Skills

- Listen
- Question
- Persuade
- Respect
- Help
- Share
- Participate





# Team Roles - Leader

- Encourages and maintains open communication
- Leads by setting a good example
- Motivates and inspires team members
- Helps the team focus on the task
- Facilitates problem solving and collaboration
- Maintains healthy group dynamics
- Encourages creativity and risk-taking
- Recognizes and celebrates team member contributions
- Helps the team arrive at consensus

# What is Consensus?

- Consensus may be defined professionally as an acceptable resolution, one that can be supported, even if not the "favourite" of each individual.
- Does not mean that the majority wins.
- Start with what everyone agrees on and build from there.

## Other Team Roles – Members Can Formally or Informally Take on These Roles

**Initiator** - Someone who suggests new ideas. One or more people can have this role at a time.

**Recorder** - This person records whatever ideas a team member may have. It is important that this person quote a team member accurately and not "edit" or evaluate them.

**Devil's Advocate/Skeptic** - This is someone whose responsibility is to look for potential flaws in an idea.

## Other Team Roles – Members Can Formally or Informally Take on These Roles

**Optimist** - This is someone who tries to maintain a positive frame of mind and facilitates the search for solutions.

**Gate Keeper** - This person works to ensure that each member gives input on an issue. One strategy to do this is to ask everyone to voice their opinion one at a time. Another is to cast votes.

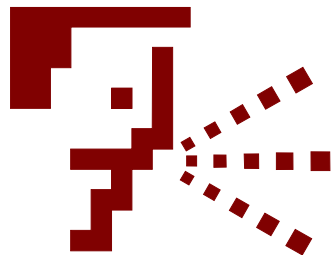
**Summarizer** - Someone who summarizes a list of options.



# Relevance to Teams (E/I)

- Extraverts

- Need to think aloud
- Great explainers
- May overwhelm others



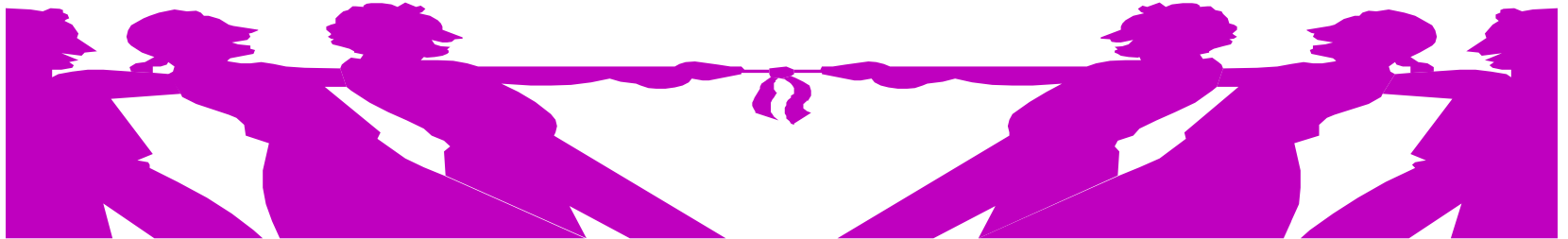
- Introverts

- Need time to process
- Great concentration
- May not be heard



# Negotiating Conflict

- Separate problem issues from people issues.
- Be soft on people, hard on problem.
- Look for underlying needs, goals of each party rather than specific solutions.



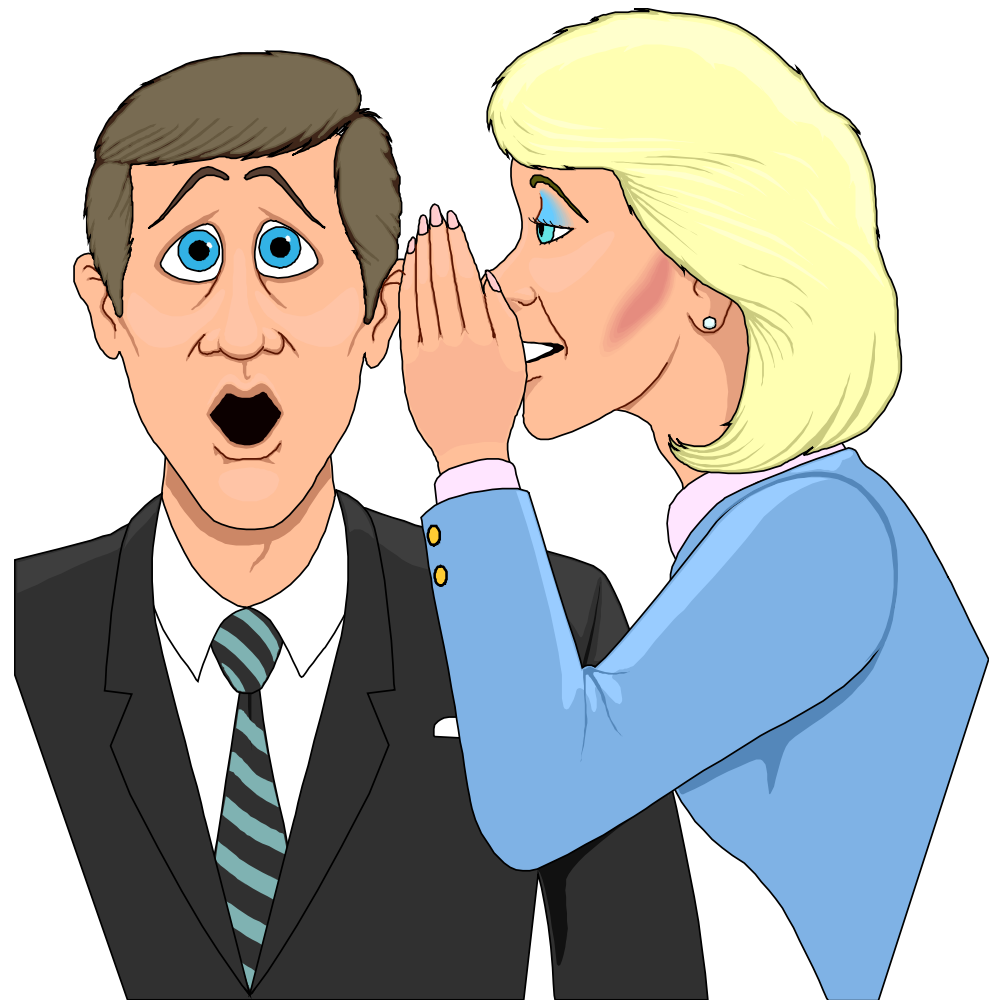


# Addressing the Problem

- State your views in clear non-judgmental language.
- Clarify the core issues.
- Listen carefully to each person's point of view.
- Check understanding by restating the core issues.

# Giving Constructive Feedback

- Be descriptive
- Don't use labels
- Don't exaggerate
- Don't be judgmental
- Speak for yourself







# Giving Constructive Feedback

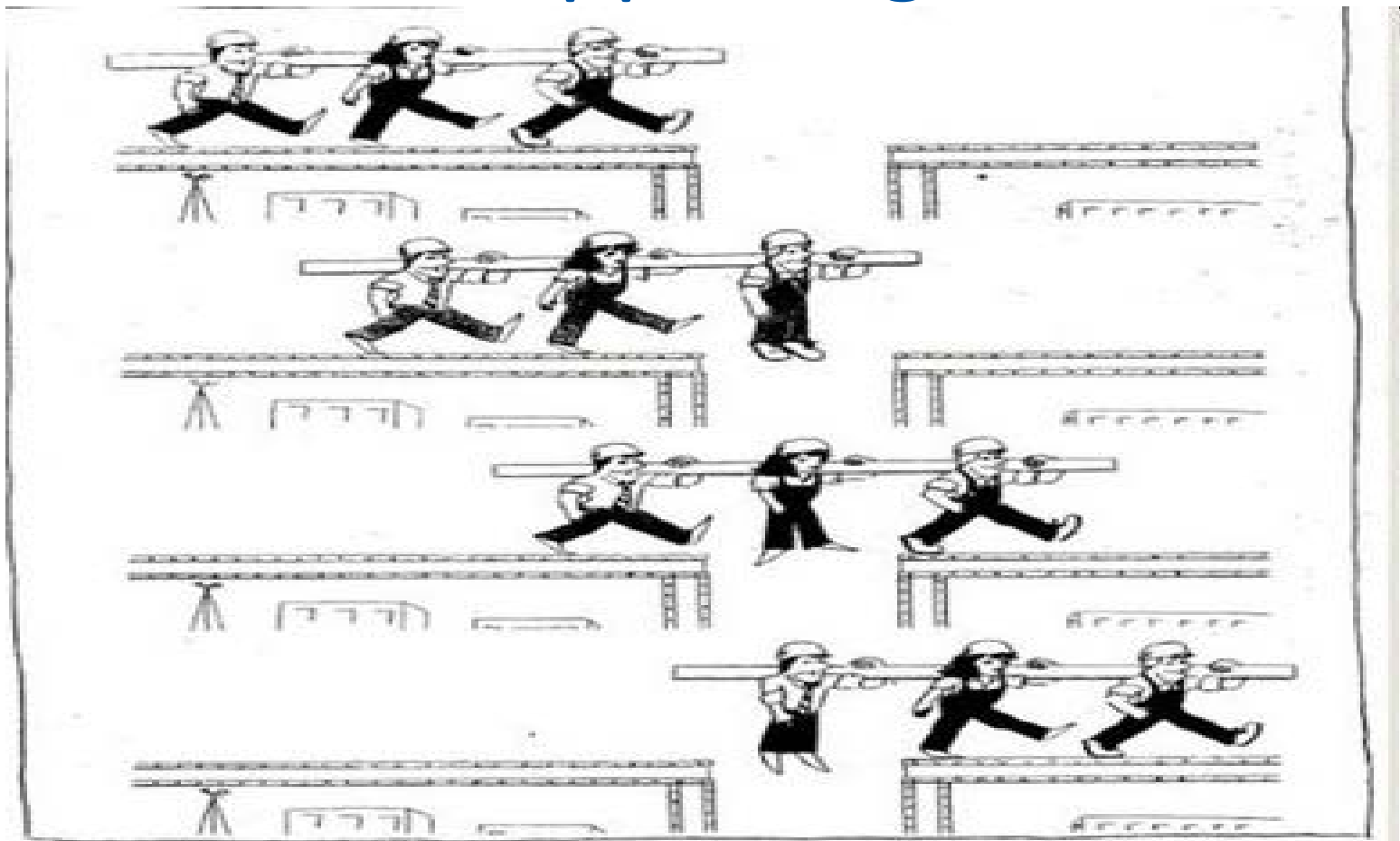
- Use “I” messages.
- Restrict your feedback to things you know for certain.
- Help people hear and accept your compliments when giving positive feedback.



# Receiving Feedback

- Listen carefully.
- Ask questions for clarity.
- Acknowledge the feedback.
- Acknowledge the valid points.
- Take time to sort out what you heard.

# Take turns supporting each other



**Every member in a Team, has times when they need support -- >>>**

# Establishing an RST

## Terms of Reference

- To be formally accepted and documented

- Objectives, scope and frequency of meetings
- Membership selection process
- Roles and responsibilities
- Process governing and protecting data sharing
- Process and agreements governing protection of the source of information
- Consultation, decision making and conflict resolution



# Establishing an RST

- **Develop a work programme**
  - Determine a meeting schedule
  - Identify agenda items (example in App B of RST Handbook)
    - Tracking of known safety issues
    - Identifying new safety issues
    - Recommendations and outreach

# RST Activities

## Identifying new safety issues

- Access to information from appropriate incident reporting systems
- Input from stakeholders
  - Airport users (Airlines, corporate operators, flight schools)
  - Industry organizations
  - RFF and ground services
- Conduct personal observations
  - Air traffic services, flight operations, aerodrome management and tenants
  - Airport tours to get a first-hand look at actual or potential airfield problem areas



# RST activities

- **Conduct ongoing risk management activities**
  - Perform risk assessments to identify priorities
  - Track progress and report trends
- **Recommend mitigations and facilitate implementation**
  - Eliminate hazards
  - Provide and justify mitigation alternatives
  - Raise awareness regarding any residual risks
- **Monitor effectiveness and identify any unintended consequences**

# Theory of risk management

- Aviation safety is the state in which the possibility of harm to persons or of property damage is reduced to, and maintained at or below, an acceptable level through a continuing process of hazard identification and safety risk management.



# Hazard Identification

- What is a hazard ?

A condition or object with potential to cause death, injuries, damage, loss of material, or reduction of the ability to perform a prescribed function.

The definition is here -> the challenge is to identify them.



# Safety Risk Management

## RST Handbook, Appendix D

- Safety Risk
  - definition of safety risk
  - safety risk probability
  - safety risk severity
  - safety risk tolerability
  - safety risk management

# Definition of safety risk

- Safety risk is the projected likelihood and severity of the consequences or outcome from an existing hazard or situation.
  - How likely is it that something happens?
  - How severe are the consequences if something happens?

# Safety risk probability

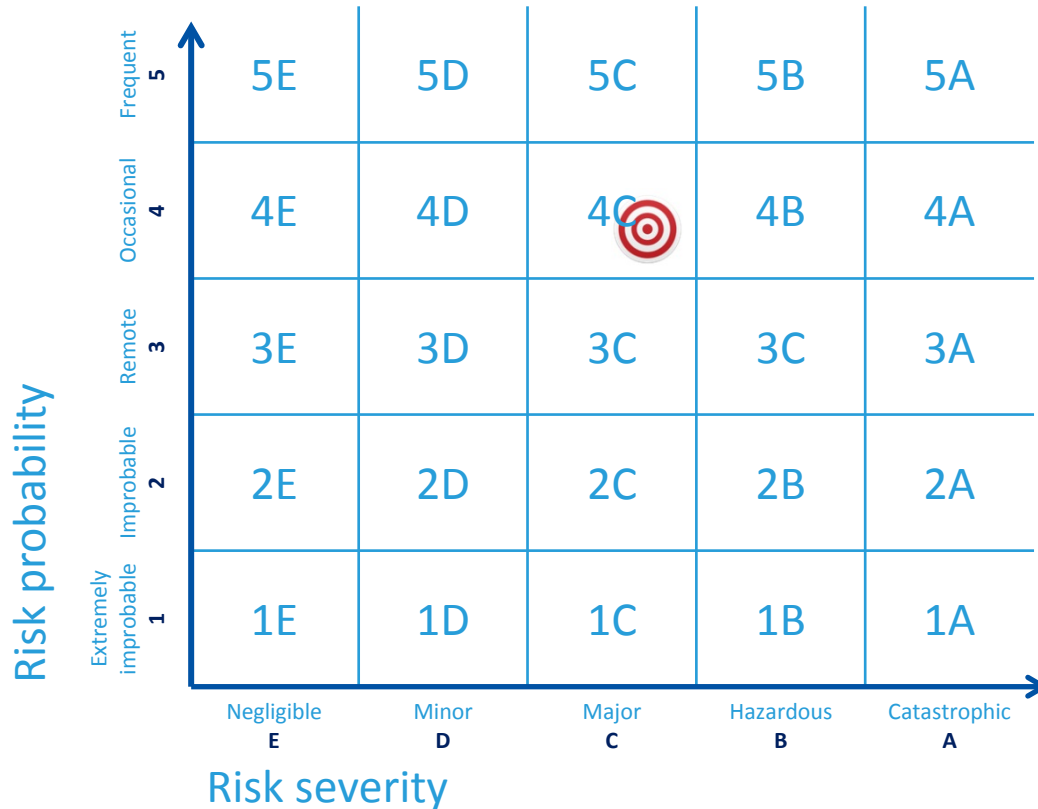
- Determination of likelihood can be aided by questions such as:
  - History of similar occurrences
  - Other equipment or components have same effect
  - How many personnel are following the procedure

# Safety risk severity

- Determination of severity can be based on:
  - Fatalities / injury. How many lives may be lost
  - Damage. Likely extend of aircraft, property or equipment damage



# Safety risk assessment



# Risk tolerability

**Extreme risk**

**5A, 5B, 4A**

**High risk**

**5C, 4B, 3A**

Moderate risk

1A, 2A, 2B, 3B, 3C, 4C, 4D, 5D, 5E

**Low risk**

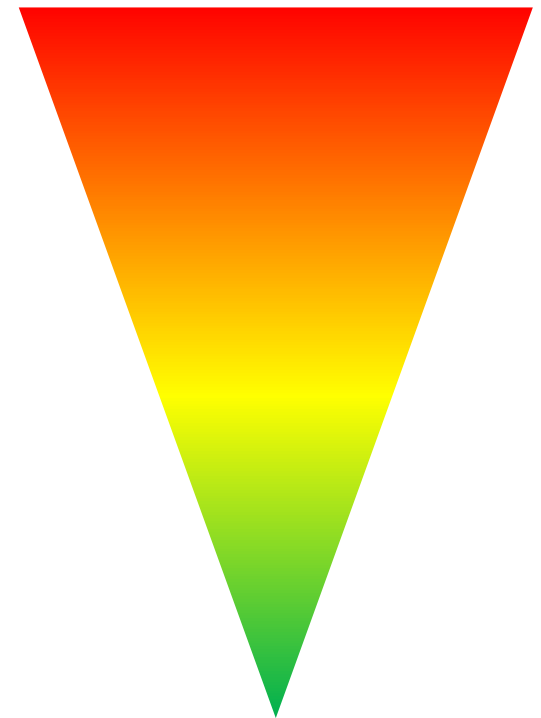
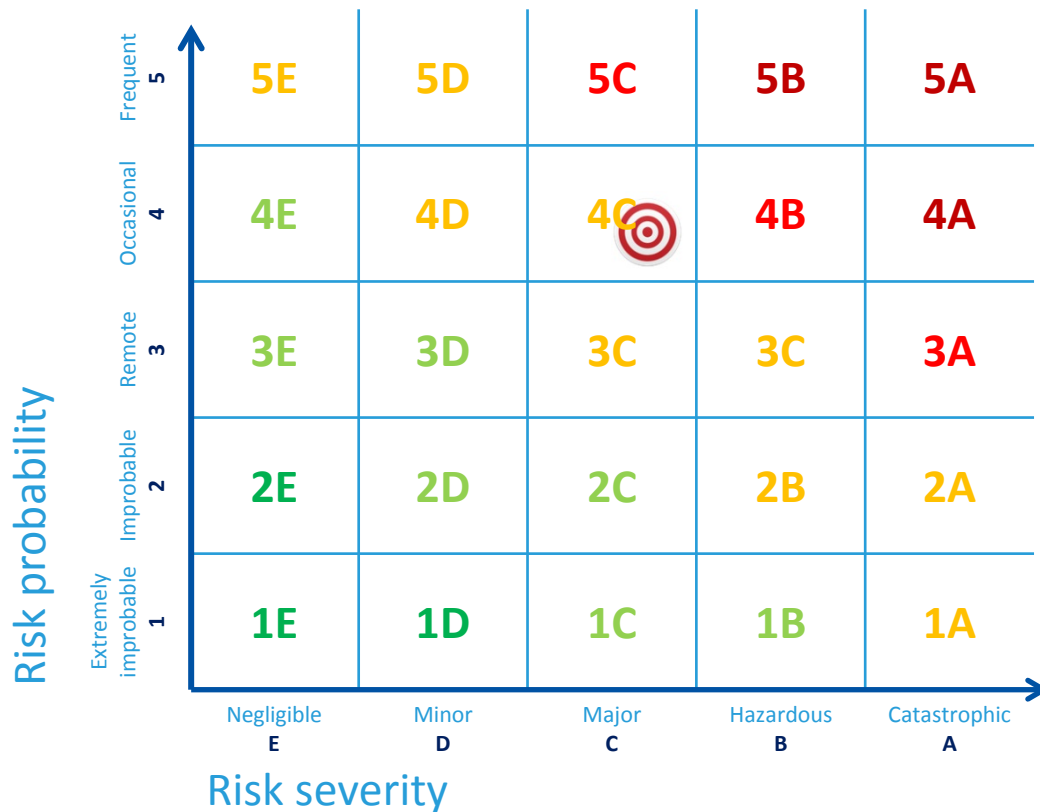
**1B, 1C, 2C, 2D, 3D, 3E, 4E**

**Negligible**

**1D, 1E, 2E**



# Risk tolerability





# Hazard prioritization

- Why prioritize hazards?
  - To facilitate mitigation of critical hazards first
  - To optimize available resources



Identification

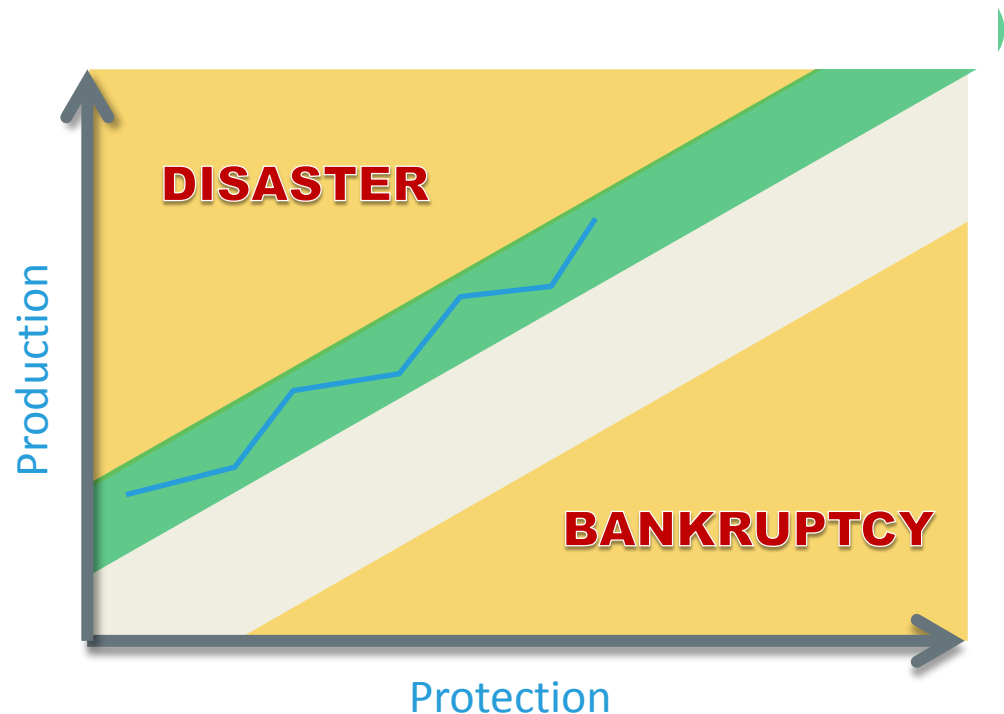
Assessment

Management

Recovery



- Successful risk management allows for taking risks that still enable achievement of the benefits without disaster



# The work cycle / Process of an RST



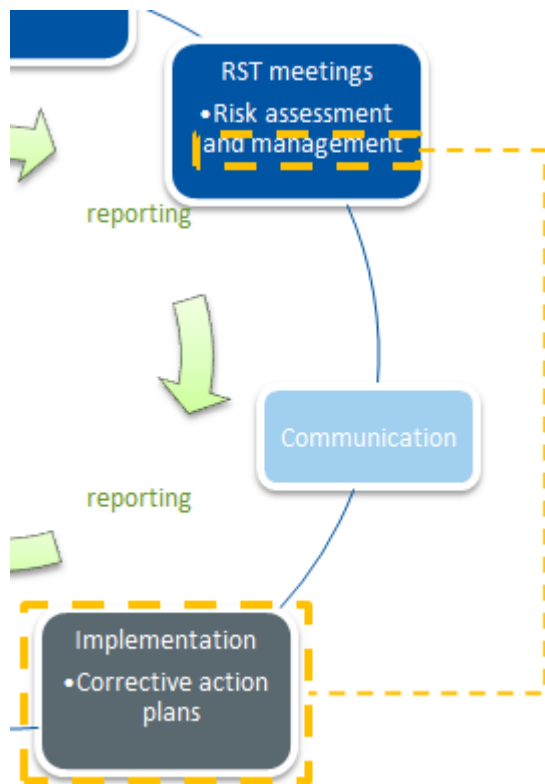
The RST is continually identifying, assessing and working to mitigate hazards

Open communication (as much as permitted) is essential to build trust and enhance information sharing

Continuous reporting through mandatory and voluntary reporting systems allows for continued hazard identification

**Responsibilities and authority of RST must be clearly defined.**

# The work cycle / process of an RST



Risk management and subsequent mitigation strategies are formulated in a corrective action plan. The implementation of such requires resources.

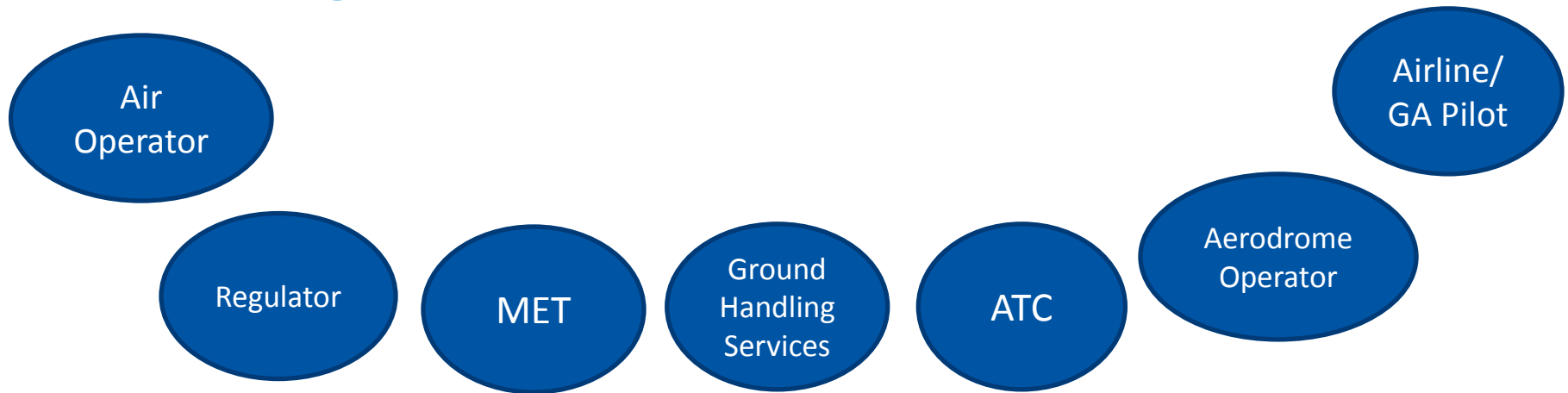
The “management dilemma” of production vs. safety has to be considered by the organization / service provider responsible for the implementation.

The burden of resource allocation and funding starts a discussion about the decision making body for mitigation strategies.

**What responsibility and obligation do the service providers have to implement recommendations provided by RSTs? What if the service provider does not have an SMS?**

# Form Runway Safety Teams

- Each table will represent a Runway Safety Team
- The team should be as multidisciplinary as possible
- An example RST could include members from the following:



# Establishing the Runway Safety Team

- Nominate a Team Leader
- Review organizations represented
- Ensure appropriate membership
- Consider assigning different roles for fun

# Review of Runway Safety Occurrence

- Read narrative out loud describing the occurrence
- Watch the video
- Identify the hazards and complete the RST Management Form for at least 3 hazards including risk assessment and mitigating actions to be taken



# Runway Safety Management form

- Allows for simplified recording of HIRM process
- Allows for recording and tracking of corrective action plans
- Allows for assignment of responsibility

RUNWAY SAFETY MANAGEMENT FORM						
Runway Safety Management Form						
Reference:	Date Opened dd/mm/yy	Date Closed dd/mm/yy				
General Information						
Airport:	What area is affected: runway taxiway ramp general					
Specific Identifier (runway/taxiway identifier):						
Safety Outcomes						
Safety Risk Type:	<input type="checkbox"/> runway excursion <input type="checkbox"/> runway incursion - aircraft <input type="checkbox"/> wildlife encounter <input type="checkbox"/> abnormal landing <input type="checkbox"/> runway incursion - vehicle <input type="checkbox"/> birdstrike <input type="checkbox"/> other (specify)					
Has an event occurred, or is this a hazard (potential outcome):	<input type="checkbox"/> actual outcome (event occurred) <input type="checkbox"/> potential outcome (no event occurred)	occurrence date	dd/mm/yy			
Description of actual or potential outcome						
Supporting Document Type: <input type="checkbox"/> accident report <input type="checkbox"/> incident report <input type="checkbox"/> audit report <input type="checkbox"/> other (specify)						
Safety Issues						
<input type="checkbox"/> Navigation Aids	<input type="checkbox"/> Meteorological	<input type="checkbox"/> Approach Vectoring	<input type="checkbox"/> Other			
<input type="checkbox"/> Runway/Taxiway Marking	<input type="checkbox"/> Obstacles	<input type="checkbox"/> Runway Surface Condition				
<input type="checkbox"/> VASI / PAPI	<input type="checkbox"/> Approach Lights	<input type="checkbox"/> Airport Construction				
<input type="checkbox"/> Communications	<input type="checkbox"/> Runway/Taxiway Lights	<input type="checkbox"/> Procedures				
<i>Once you have completed the identification of the safety issues - please submit the form to log this report.            During the runway safety team meeting you should address each of the reports as an item on the agenda.            The following sections are provided as a tool to manage the outcomes of the meeting.</i>						
Risk Assessment						
(The risk assessment portion is to be completed as part of the runway safety team meeting)						
What is the <b>Severity</b> of occurrence:	Catastrophic    Hazardous    Major    Minor    Negligible					
What is the <b>Likelihood</b> of occurrence:	Frequent    Occasional    Remote    Improbable    Extremely Improbable					
<b>Risk Level</b> (from below risk table):	High    Moderate    Low					
<i>If the risk level is Moderate or High, a corrective action plan is required</i>						
Consequence	Probability					
		Frequent	Occasional	Remote	Improbable	Extremely Improbable
	Catastrophic	High	High	High	Moderate	Moderate
	Hazardous	High	High	Moderate	Moderate	Moderate
	Major	High	Moderate	Moderate	Moderate	Low
	Minor	Moderate	Moderate	Moderate	Low	Low
Negligible	Low	Low	Low	Low	Low	
Corrective Action Plan						
(The corrective action plan is based on the recommendations of the Runway Safety Team and is to be completed as part of the Runway Safety Team meeting)						
Action Plan Description:						
Action Item Description:						
Executing Body:		Implementation date: dd/mm/yy		Status:		
Action Plan Description:						
Action Item Description:						
Executing Body:		Implementation date: dd/mm/yy		Status:		

# Communication and Outreach

- Team Leader of each group to present the team's Recommendations
- Discussions
- Have fun!



# THANK YOU!

