FLIGHT SAFETY NEWS LETTER / SAFETY BULLETIN

- **In Focus** - Organizational Culture (Safety Culture)

- **Station Emergency Plan**

- **Aim of The Safety Management System**

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Organisational Culture

Organisational Culture - a culture set by the characteristics and value systems of particular organisations.

Description:- Organisational performance is subject to cultural influences at every level and the organisational culture consists of shared beliefs, practices and attitudes.

According to ICAO Doc 9859 - Safety management manual the following three levels of culture, have relevance to safety management initiatives, since the three levels are determinants of organisational performance:
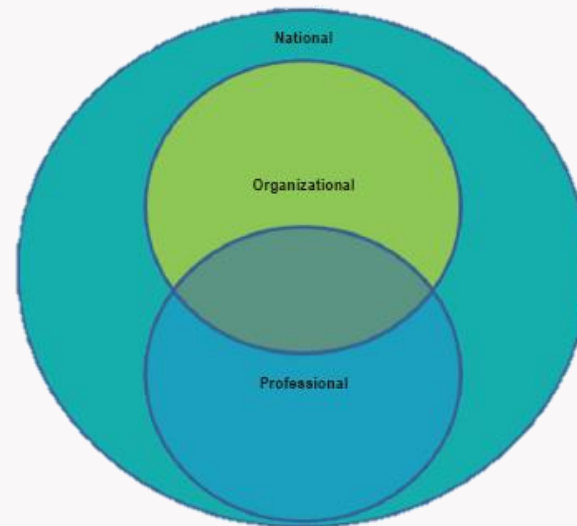

Figure 1: Three distinct culture types. *Source: ICAO Doc 9859.*

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National culture differentiates the national characteristics and value systems of particular nations. People of different nationalities differ, for example, in their response to authority, how they deal with uncertainty and ambiguity, and how they express their individuality. People are not all attuned to the collective needs of the group (team or organisation) in the same way. In collectivist cultures, for example, there is acceptance of unequal status and deference to leaders. This may affect the possibility of questioning decisions or actions by elders — an important consideration in teamwork for example. Work assignments that mix national cultures may thus affect team performance by creating misunderstandings.

Professional culture differentiates the characteristics and value systems of particular professional groups (the typical behaviour of pilots vis-à-vis that of air traffic controllers, or maintenance engineers). Through personnel selection, education and training, on-the-job experience, peer pressure, etc., professionals (physicians, lawyers, pilots, controllers) tend to adopt the value system and develop behaviour patterns consistent with their peers; they learn to "walk and talk" alike. They generally share a pride in their profession and are motivated to excel in it. On the other hand, they may adopt value systems that lead to developing a sense of personal invulnerability, a feeling that performance is not affected by personal problems, or that errors will not be made in situations of high stress.

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Organisational culture differentiates the characteristics and value systems of particular organisations (the behaviour of members of one company versus that of another company, or government versus private sector behaviour). Organisations provide a shell for national and professional cultures. For example, in an airline, pilots may come from different professional backgrounds (military versus civilian experience, bush or commuter operations versus development within a large carrier). They may also come from different organisational cultures due to corporate mergers or layoffs.

The three cultural sets interact in specific operational settings. These interactions could be described through the following patterns, for example how:

- juniors will relate to their seniors;
- information is shared;
- personnel will react under demanding operational conditions;
- particular technologies will be embraced;
- authority will be acted upon and how organisations react to operational errors (punish offenders or learn from experience);
- automation is used;

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- procedures (Standard Operating Procedures (SOPs)) are developed;
- documentation is prepared, presented and received;
- training is developed and delivered;
- work assignments are made;
- different work groups (pilots, ATC, maintenance personnel, cabin crew) will relate; and
- management and unions will relate.

Operational personnel in aviation are influenced in their day-to-day behaviour by the value system of their organisation. Thus, the organisation is a major determinant of the behaviour employees will engage in while performing operational activities that support the delivery of services for which the organization is in business. Organisational culture sets the boundaries for accepted operational performance in the workplace by establishing the norms and limits.

Provisions in ICAO doc 9859, also specify that one of the most influential aspects of an organisational culture in terms of the management of safety is that it shapes safety reporting procedures and practices by operational personnel.

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Organisational Culture

The tone for an effective, generative organisational culture is set and nurtured by the words and actions of senior management. Organisational culture is also the atmosphere created by senior management which shapes workers' attitudes towards, among others, safety practices. Organisational culture is affected by such factors as:

- policies and procedures;
- supervisory practices;
- safety planning and goals;
- actions in response to unsafe behaviour;
- employee training and motivation; and
- employee involvement or "buy-in".

Organisational Characteristics :- Organisational literature proposes three types of organisations, depending on how they respond to information on hazards and safety information management:

- **pathological** — hide the information;
- **bureaucratic** — restrain the information; and
- **generative** — value the information.

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	Poor	Bureaucratic	Positive
Information	Hidden	Ignored	Sought
Messengers	Shouted	Tolerated	Trained
Responsibilities	Shirked	Boxed	Shared
Reports	Discouraged	Allowed	Rewarded
Failures	Covered up	Merciful	Scrutinized
New ideas	Crushed	Problematic	Welcomed
Resulting organization	Conflicted organization	Red tape organization	Reliable organization
Source: Ron Westrum			

*Figure 2 :*Organisational culture examples. *Source: ICAO Doc 9859*

According to ICAO SMM, an effective way to promote safe operations is to ensure that an operator has developed an operational environment where all staff feel responsible for and consider the impact of safety on everything they do. This way of thinking must be so deep-rooted in their activities that it truly becomes 'the way we do business around here'. All decisions, whether by the board of directors, a driver on the ramp, or an engineer, need to consider the implications on safety.

Such an operational environment must be generated 'top down' and relies on a high degree of trust and respect between workers and management. Workers must believe that they will be supported in any decisions made in the interest of safety. They must also understand that intentional breaches of safety that jeopardize the operation will not be tolerated.

Station Emergency Plan

The Airport Manager/Coordinator, in line with the template provided in Chapter 6, shall draw the Station Emergency Plan of the Station.

The responsibilities of the station during an emergency are as follows:

a) To act as information conduit between airline and site.

b) Represent the airline at site command post.

c) Represent the airline at airport emergency control centre.

d) Assistance to survivors / uninjured passengers.

e) Information and assistance to families.

f) Retrieve and secure documents.

g) Arrange for logistics requirements for the "Go-Team".

h) Direct media, volunteers, etc.

i) Continuing carrying out local operations.

Station Emergency Plan

The Station Emergency Plan of a station shall be made considering the Emergency Response procedures of the respective airport or terminal authorities and shall include the following:-

a) Local police administration requirements and the contact details;

b) Hospital and Medical Services available and the contact details;

c) Emergency Services available and contact details of the key personnel including beyond office-hours telephone details;

d) Contact details for key personnel in all required local agencies including Ground Handling Agents;

e) Arrangements (including agreements with handling agents) to ensure that the duties and responsibilities of the Station as detailed in this Manual can be effectively undertaken/delivered by the handling agent at any time;

f) Location of the Station Emergency Response Center (SERC). This Center must have appropriate communications facilities. It shall be in located in a position that the emergency can be handled with minimum disruption to normal operations;

Station Emergency Plan

g) Where other Indian operator(s) and or code-share and or alliance partners are co- located at the same Airport, the Airport Managers/Coordinator shall liaise with their counterparts and ensure that their plans include provisions for combining resources and efforts during any incident;

h) Arrangements for transit/visiting staff who are able to assist;

i) Arrangements for requesting staff from in/near station(s) to assist;

j) Arrangements for close liaison with the local Airport Authority and or terminal operator(s), other operators in the same airport. The Airport Manager/Station Manager/Coordinator or any another representative of Alliance Air shall attend all local airport emergency meeting(s) or equivalent forums. Where it is not possible to gain membership in such forums, the Airport Manager/Coordinator shall ensure that he/she remain aware of emergency planning issues and that Alliance Air' s views are represented at these meetings through the nominated delegate of the local Combined Airline Operators Committee (AOC);

k) Arrangements for handling enquiries from the public and the media locally;

l) Measures that meet local potential emergency situations;

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m) Arrangements to comply with local regulations, customs and practices;

n) Arrangements for the well-being and relief of staff

o) Arrangements to participate in local Airport Authority and or terminal operator's emergency response drills and exercises;

p) If applicable, arrangements for close liaison with the Civil Aviation Authority (CAA) of the country in relation to Family Support/Assistance requirements of the country;

q) The following areas but not limited to, would normally be considered in developing plans for liaison with external entities associated with any event:
- Fire;
- Ambulance;
- Coast guard and other rescue agencies;
- Medical specialists;
- Civil Aviation or Defense agencies;
- Poison control centers;
- Chemical or radiation specialists;
- Environmental agencies
- Insurance Companies

Aim of The Safety Management System

With a view to oversee the safe operation of its aircraft, Alliance Air has established a working group for Safety Management System under Flight Safety Department. Flight Safety Department is responsible for the safety oversight program in order to identify Safety Hazards in all operational areas and to ensure that actions are taken to mitigate these hazards and associated risks.

The processes in place include the active involvement of all staff through planning and review; will drive efforts for continuing improvement in safety and safety performance. The key focus is the safe operations of airworthy aircraft and safe training environment. Safety audits are essential components of the Safety Management Plan. Audits review systems, identify safety issues, prioritize safety issues, and involve all personnel to work towards enhancing the safety of operations.

OUR FLEET

ATR 72-600   ATR 42-600   HAL Do-228

सादर/ Regards,

उड़ान संरक्षा विभाग / **Flight Safety Department**

एलाइंस एअर / **Alliance Air**

FLIGHT SAFETY DEPARTMENT, AAAL