



Dedicated to innovation in aerospace

**Violation of procedure -
Attitudes & Behaviour for aircraft maintenance**

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Why do people violate procedures

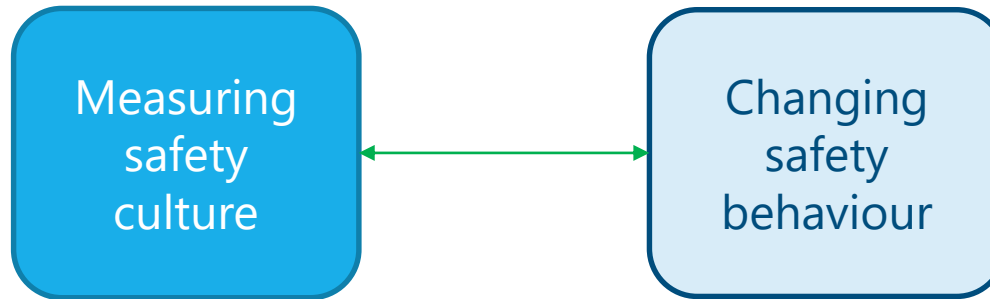


Human Factors



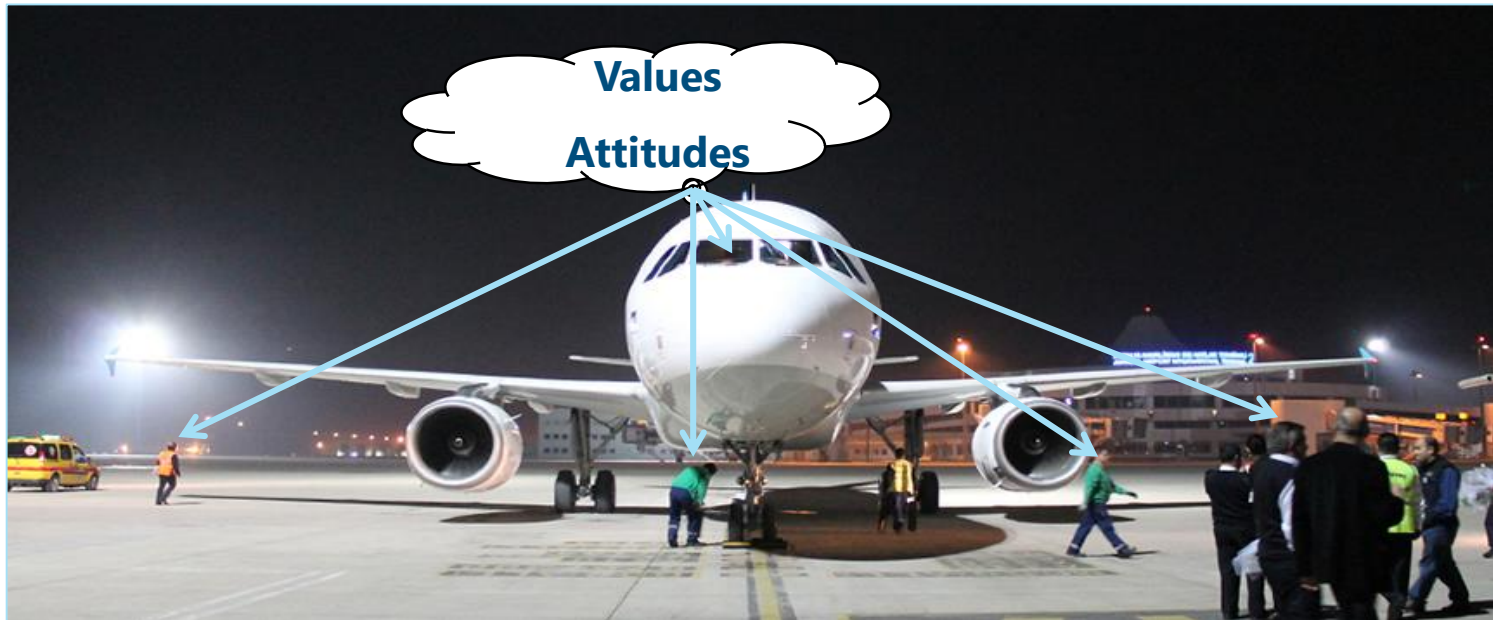
Source: olifantentpaadjes, Jan-Dirk van der Burg

From knowing to changing



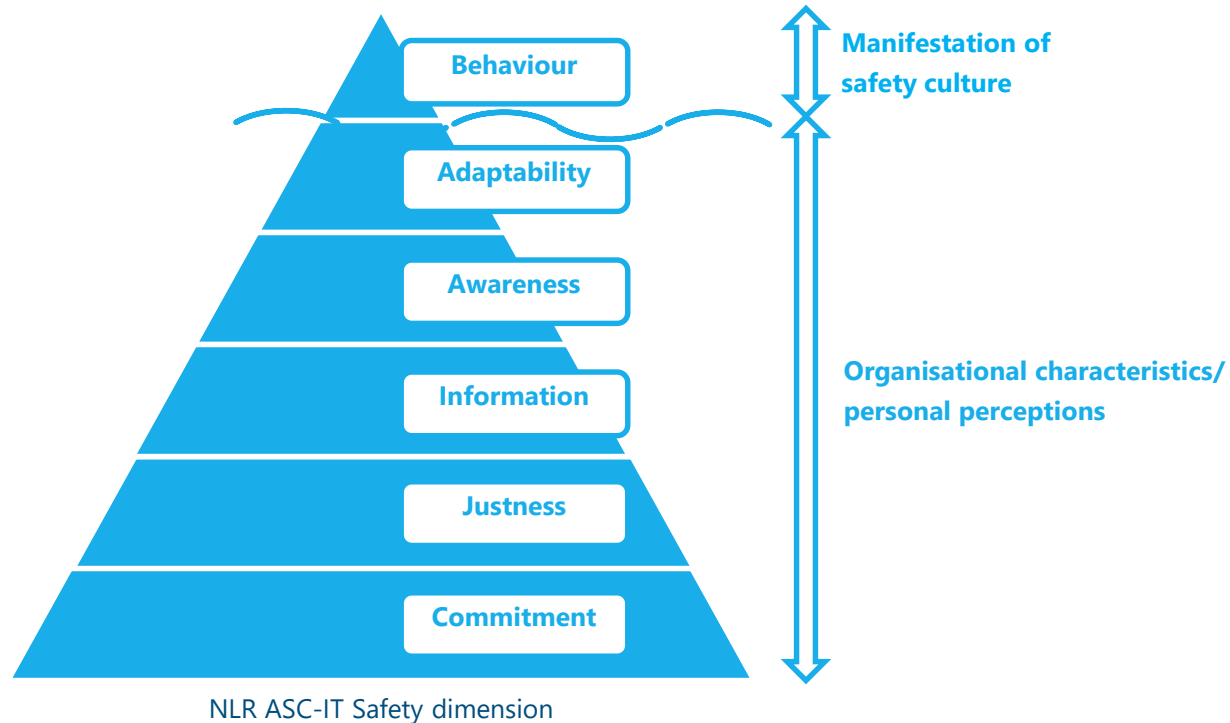
Safety culture

Safety Culture is the set of enduring values and attitudes regarding safety, shared by every member of every level of an organisation.



Source: Freebird airlines

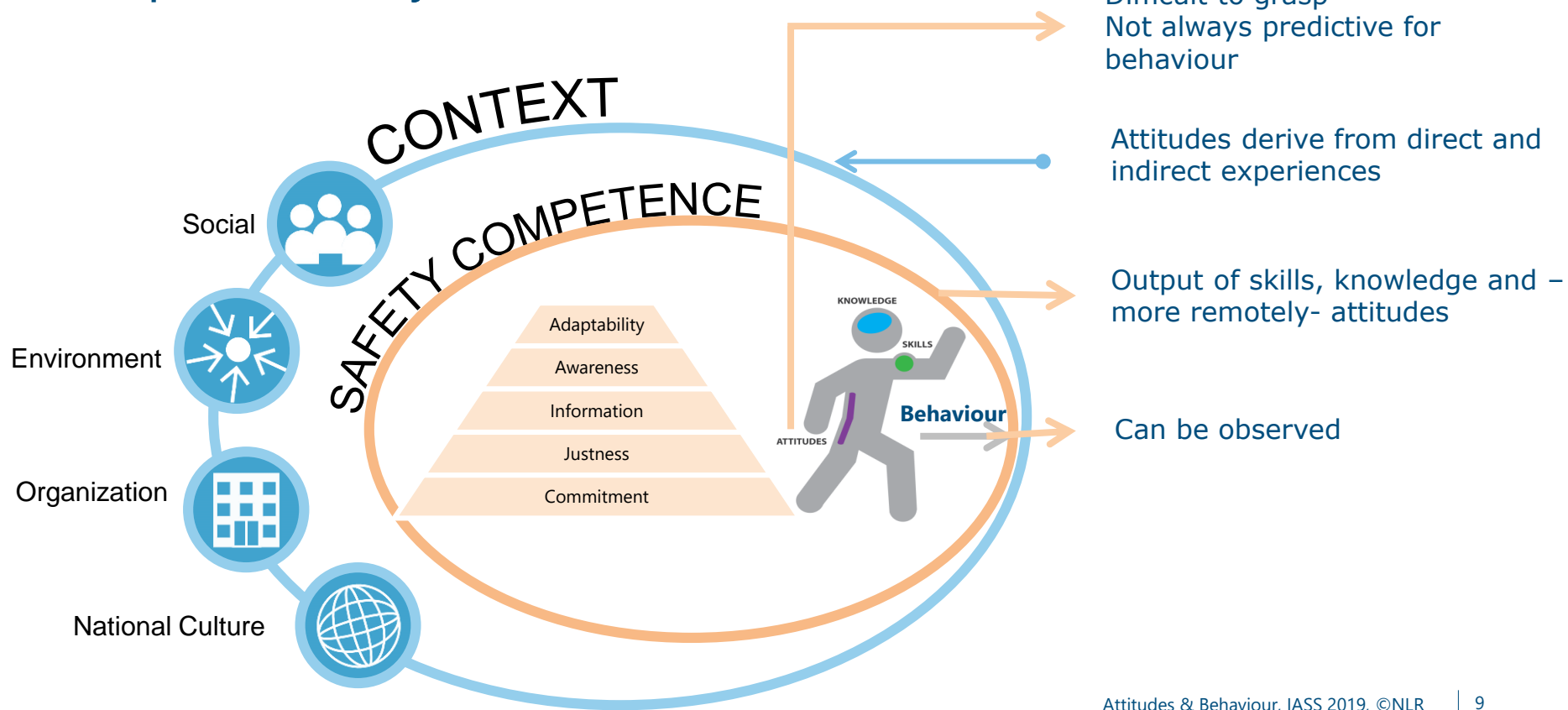
Measuring safety culture by ASC-IT

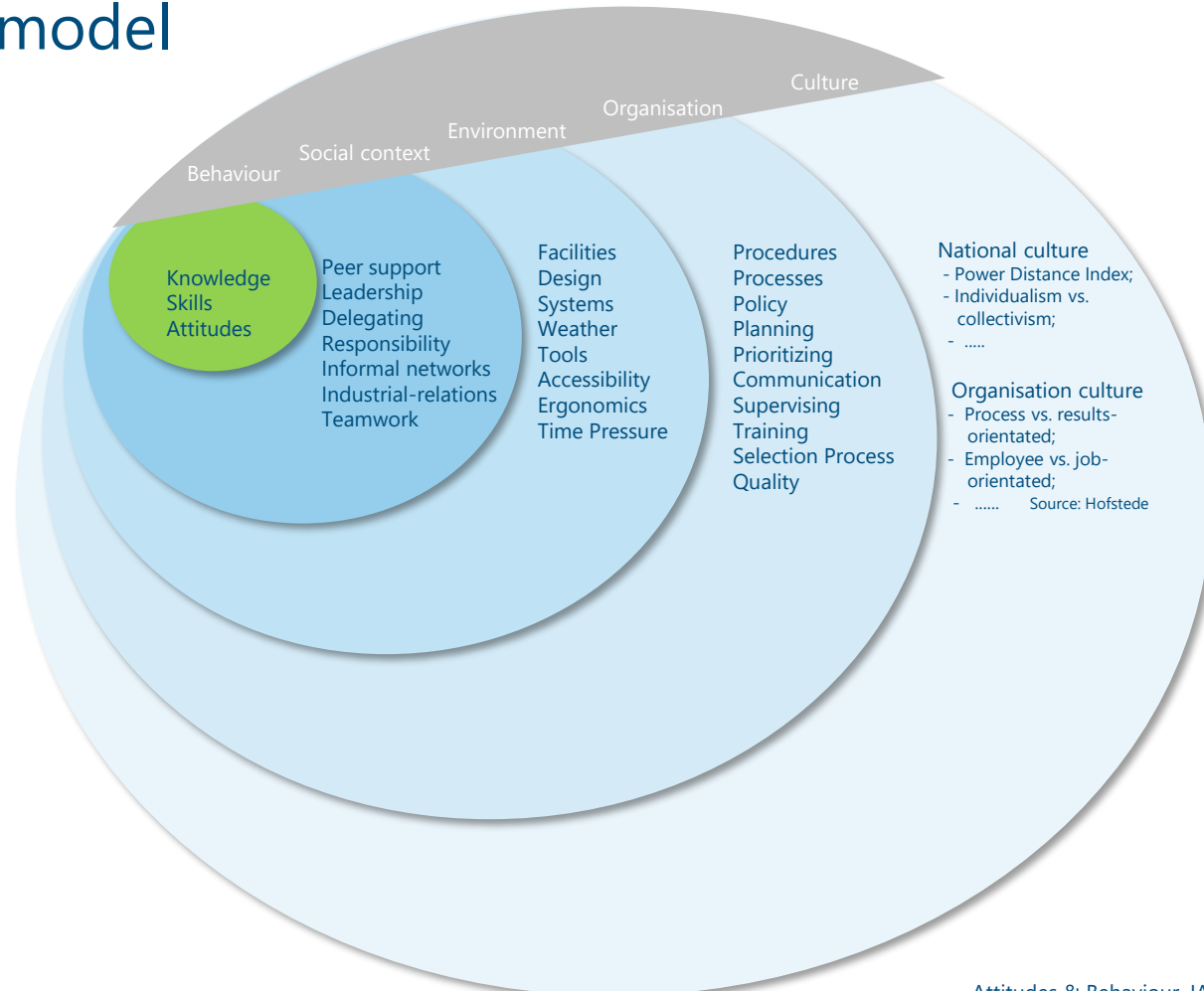


Safety Culture dimensions indicators

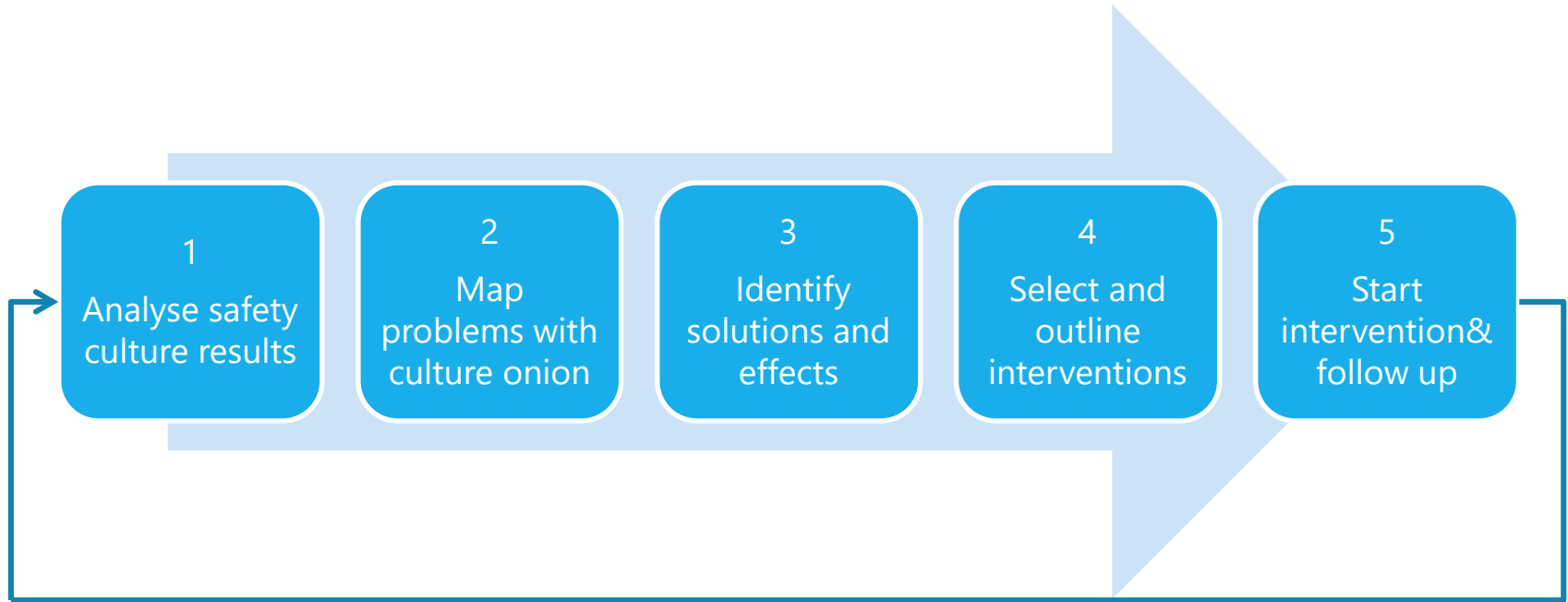
Dimension	Indicators
Commitment	<ul style="list-style-type: none"> – Management commitment – Personal commitment – Colleague commitment – Investment in safety
Justness	<ul style="list-style-type: none"> – Evaluation of safety-related behaviour – Perception of evaluation – Transferring responsibility
Information	<ul style="list-style-type: none"> – Communication of safety-related information – Safety reporting system – Willingness to report – Consequences of safety reports
Awareness	<ul style="list-style-type: none"> – Awareness of work-related hazards – Safety reporting system – Attention for safety
Adaptability	<ul style="list-style-type: none"> – Training – Actions with regard to safety occurrences – Proactivity to prevent safety occurrences – Involvement in safety activities
Behaviour	<ul style="list-style-type: none"> – Work situation – Safe behaviour – Challenging each other

Improve safety culture





Changing safety behaviour



Step 1: Analyse safety culture results

- Workforce do not feel rewarded for their effort to improve safety
- ✗ Lack of accurate feedback
- ✗ Lack of good response on safety reports
- ✗ Safety reports are not always taken seriously

Goal: get a good overview of the results of the safety survey

Step 2: Map problem with safety culture onion



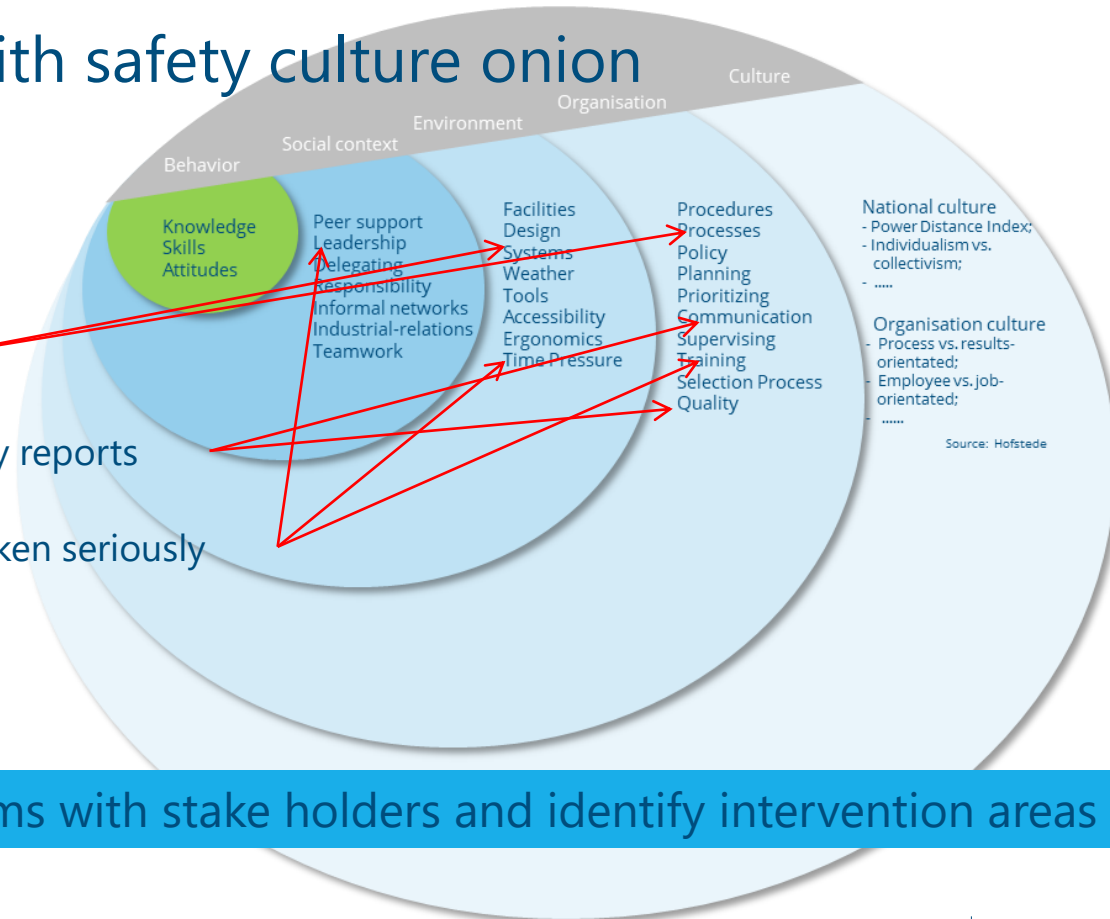
Lack of accurate feedback



Lack of good response on safety reports



Safety reports are not always taken seriously



Goal: Verify main problems with stake holders and identify intervention areas

Step 3: Prioritize and identify solutions and effects

- ✗ Lack of accurate feedback
- ✗ Lack of good response on safety reports
- ✗ Safety reports are not always taken seriously

Look at feedback process & Improve system design

- Too much feedback
- Standard feedback

- ✗ Excepteur sint occaecat cupidatat non proident
- ✗ Ut enim ad minim veniam

- ✗ Ut enim ad minim veniam
- ✗ Lorem ipsum dolor sit amet, consectetur adipiscing elit
- ✗ Excepteur sint occaecat cupidatat non proident

Goal: Prioritize with higher and safety management and define interventions

Step 4: Select and outline interventions

Gather information on effective and accepted intervention strategies

- Agile project
- Human in the loop design
- All stakeholders represented in project:
 - ✓ Operators
 - ✓ Maintenance personnel
 - ✓ Support department
 - ✓ Safety department
 - ✓ Quality department
 - ✓ Communication
 - ✓ Management
 - ✓ All other involved in reporting process

Goal: selection of effective and accepted interventions

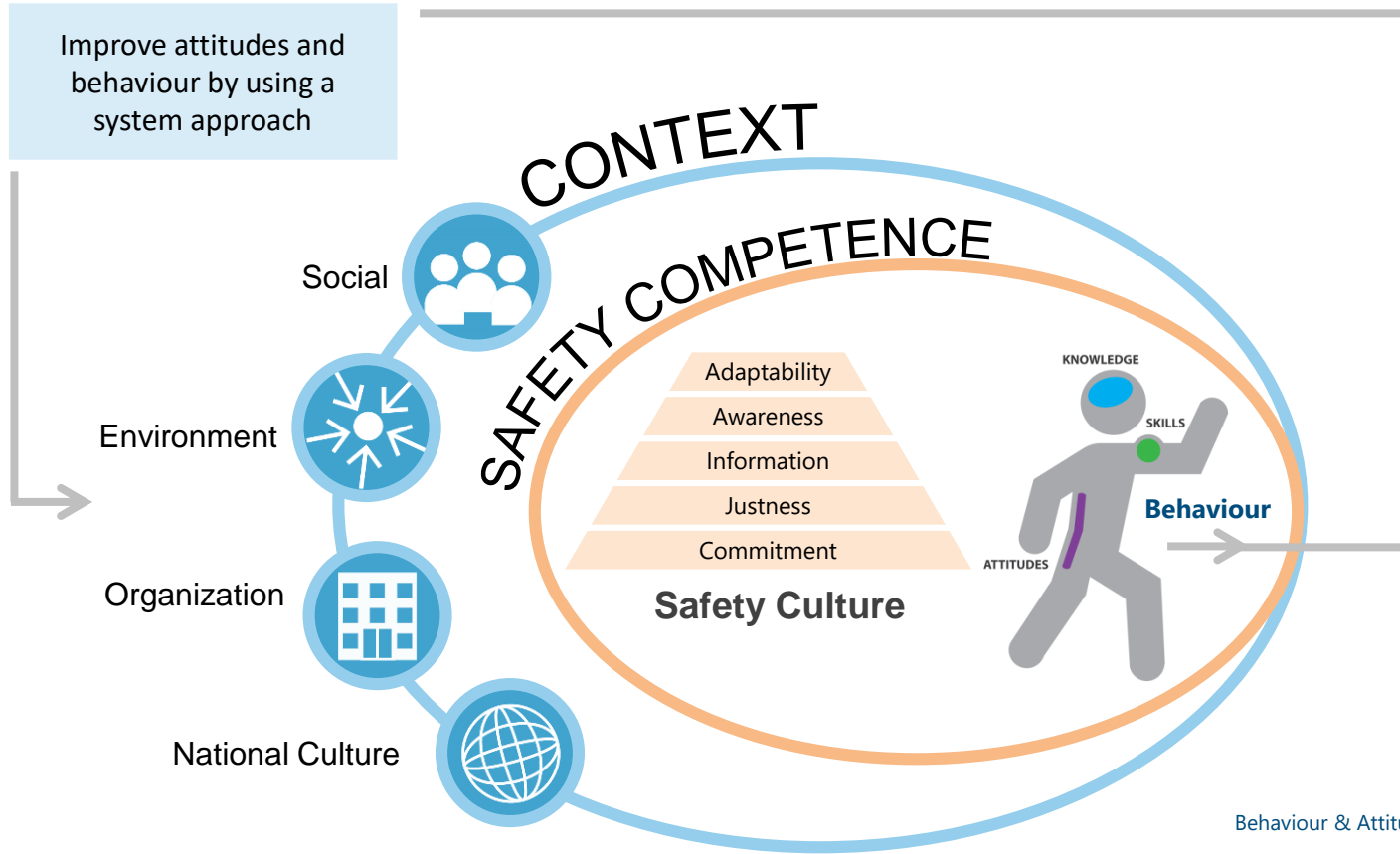


Step 5: Start intervention & follow-up

- Make the planned interventions SMART
- Appoint a responsible person
- Facilitate (people, time, money, etc)
- Follow-up and observe activities on a regular basis
- Include higher and safety management
- Evaluate

Goal: Commitment and ownership

Improve safety culture by system approach





Dedicated to innovation in aerospace

Fully engaged

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CONCLUSIONS

Foundations role:

1. Assemble an AeroSafety World or website article to highlight the usefulness of continuous system approach to safety improvement.
2. Invite MRO's interested in applying a system approach to safety improvement to communicate any changes needed to enhance its applicability and to share lessons learned.

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Safety culture assessment



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