Corrective Action System to Support Safety
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- Background information
- Impact of the Disciplinary Process
- Accident/Incident Investigation
- Conference call
- Basic Philosophy
- Situations requiring Discipline
- Rules violations
- Attendant Circumstances
Back ground

• Under reporting of aircraft damage
• Automatic sanctions to the employee in case of aircraft damage
• Loss of “good will”
• System perceived as being unfair
• Focus on retribution instead of fixing the problem
Disciplinary Process VS Safety

- The Disciplinary Process facilitates individual reporting of accidents
- The Disciplinary Process facilitates the employee honest participation in the investigation
- The Disciplinary Process benefits Flight & Personnel Safety
Accident Investigation

- Use 10 step process
- Take immediate measures
- Decide who should investigate (severity assessment chart)
- Fact finding
- Description at the time of the accident/incident
- Define the standard practice
Accident Investigation

- Identify the deviations
- Determine the causes of the deviations
- Verify
- Corrective measures
- Follow-up actions
Human Factor Investigation

- Lack of communication
- Complacency
- Lack of knowledge
- Distraction
- Lack of teamwork
- Fatigue
Human Factor Investigation

- Lack of resources
- Pressure
- Lack of assertiveness
- Stress
- Lack of awareness
- Norms
Conference Call

• After the preliminary investigation has taken place
• Depending on the severity, up to V.P. and C.O.O. level
• Involves the first line supervisor and the employee(s)
• Involves the Safety dept.
The purpose of the investigation process is to use the event as a **learning** and **prevention** tool. The same philosophy should also apply to Discipline and its impact on our Safety Program.
Basic Philosophy

• Under this System, we will not discipline an employee who causes a mishap to happen due to human error (Honest mistake). In such a case, coaching / training might be in order as well as participating in the preventive measures to prevent reoccurrence.
Situations requiring Discipline

- On Purpose
- Knowledge
- Recklessness
- Drugs and alcohol
- Multiples acts of negligence
- Failure to report
- Failure to participate
Rules violations

- Rule intended to prevent a mishap?
- Regulation or internal policy?
- Was the employee aware of the link?
- Norm within the department to deviate from the rule?
- Extenuating circumstances
Attendant Circumstances

• Productive worker
• Usually follow safety precautions
• Never been involved in a mishap before
• Came forward and reported the mishap
• Encouraged by his superiors to engage in risky behavior
• Directed by his superiors to engage in risky behavior
Attendant Circumstances

- Attempted to hide his mistake
- Participated fully in the investigation
- Lied about his involvement in the mishap
- Refused to participate in the investigation
- Sloppy work habits/horseplay/games, disruptive behavior
- Previously disciplined after a mishap involvement
Impact on the Discipline Process

- The new process apply only to accident/incident investigations
- No changes to the current discipline process for other performance or behavioral issues