Requisite Imagination: 
Breaking the “Fiddler On the Roof” in Cabin Crew Professionalism 

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Metro Trains Melbourne 
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Joey Anca

• Manager Human Risk in Safety Critical Domains
  – Metro Trains Melbourne, Melbourne, Australia
  – Jetstar Airways, Melbourne Australia
  – Sydney Trains, Sydney Australia
  – Singapore Airlines
  – ICAO
  – Ansett Australia Airlines
  – Philippine Airlines

• Accident Investigator
  – Multiple Fatalities, Tail Strikes, SPADS, Human-Machine Scary Incidents
  – Still convincing organisations that the Just Culture must be divorced from Investigations =)

• The CRM Book
  – Kanki, Helmreich, Anca & Chidester
Imagine.
Why are these Word Pictures DIFFERENT?

We train our teams to meet a **Standard**

We train our teams, to demonstrate **Competency**

**How do we Train our teams to become Professionals?**

Take a Minute to Chat…
Imagine.
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The Fine Art of Anticipating What Can Go Wrong
Halfway to Hell Club

Joseph Strauss

$1M = 1 Fatality
Maestros and Disasters
Professionalism: The Individual View

Basic Error Types
- Slips
- Lapses
- Mistakes

Unsafe Acts
- Unintended Actions
  - Attention failures
  - Intrusions
  - Omissions
  - Misordering, etc

- Intended Actions
  - Memory failure
  - Losing place
  - Omitting items, etc

- Violations
  - Rule-based
  - Knowledge-based
  - Routine
  - Optimising
  - Exceptional

(After Reason, 1991)
Statistically, millions of crew errors are made before a major accident occurs!
Errors & Violations

• Research shows:
  – Individuals who Violate, increase the likelihood of an accident three times more.
    (Helmreich, 2002)

Errors are like the VISA Card—it’s everywhere

Violations are like our Driver’s Licence—know your limits
What we should see in an Integrated Flying Operations Human Factors Program

**ACTION Statements**

A corporate statement from the CEO that: Human Error is part of business enterprise. The Business is committed to manage Error before it manages its People.

**Philosophy**

(Corporate Beliefs & Values)

- What is the Business’ belief about the inevitability of Human Error?

**Policy**

- Does the Business have a process for dealing with Human Error?
- Is Automation a part of the Business’ Policy?
- • Articulate (Cabin Crew) Behaviour
- • Be Explicit about how ‘At Risk’ Behaviour is managed

**Procedures**

- • Are Human Factors concepts part of my Operating Procedures/Manuals?
- • How are errors Investigated & Managed?
- HF Principles are integrated into:
  - • Rostering Practices/ D&A/ Fatigue Management & Accident Investigation
  - • Training (Recurrent and Remedial)
  - • Company Risk Management

**Practice**

- How does the Business collect information about Human Error?
- • Non-jeopardy observation/collection of error management data
  - • Human Factors Initial and Reinforcement Training
  - • Crew Resource Management (CRM)
  - • Safety and Human Factors are dominant part of KPIs