



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

Joey Anca

Manager Human Risk
Metro Trains Melbourne
Australia

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.

Why are these Word Pictures DIFFERENT?

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

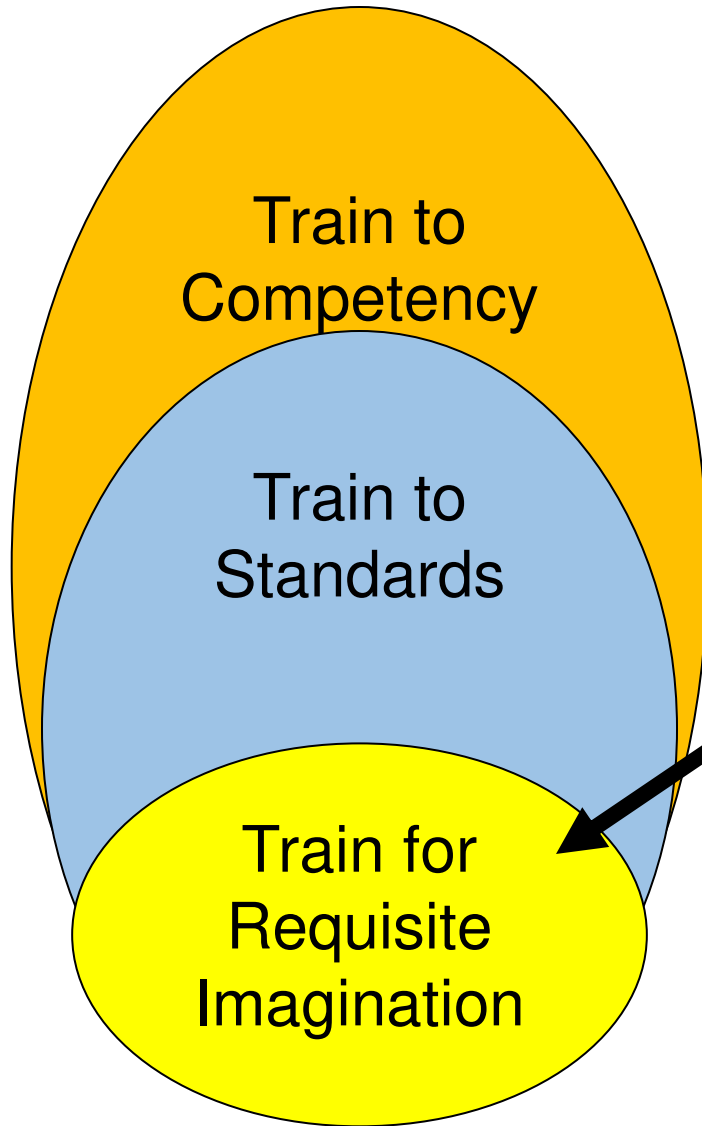
We train our teams, to demonstrate **Competency**

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



Requisite Imagination

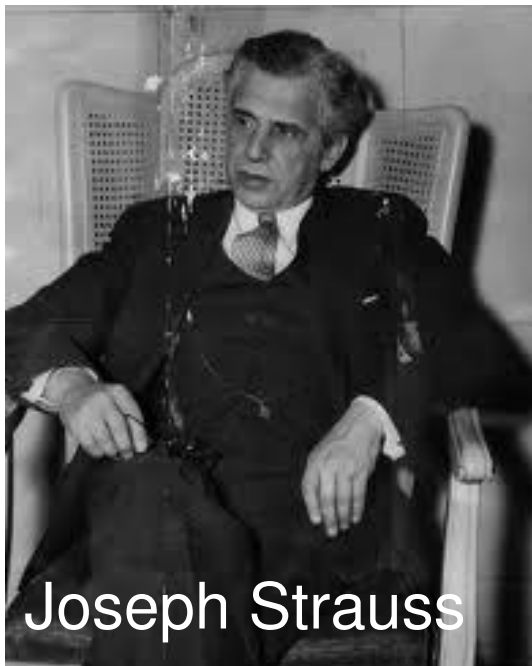
(adapted from Westrum, R. (1993). Cultures with requisite imagination. Eastern Michigan University: Ypsilanti, MI. USA)



The Fine Art
of
Anticipating
**What Can
Go Wrong**







Joseph Strauss

\$1M=1 Fatality

Halfway to
Hell Club





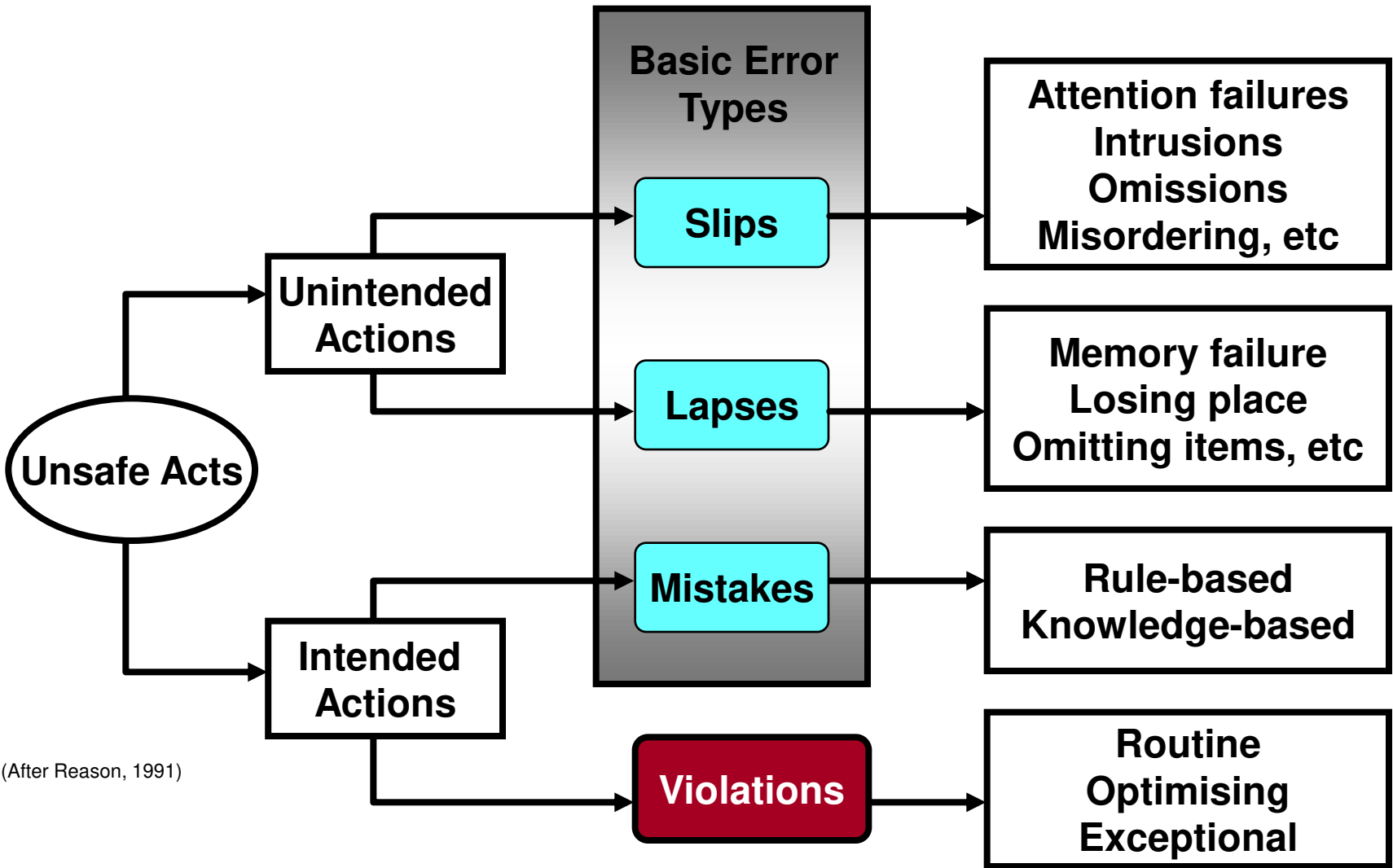
Maestros and Disasters







Professionalism: The Individual View



(After Reason, 1991)



Professionalism: the Normal Operations View

(from Maurino, D (2003). Normal Operations Monitoring. ICAO: Montreal)



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

The "Fiddler On the Roof": Making Professionalism Happen

(Anca, J. (2018). APATs 2018. Singapore)

What we should see in an Integrated Flying Operations Human Factors Program

ACTION Statements

Philosophy
(Corporate Beliefs & Values)

What is the Business' belief about the inevitability of Human Error?

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.

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**