

**Aviation Mediation:
"At the service of safety."**



Drs. Patricia Antersijn
Drs. Linda Reijkerker

Overview:

Conflict is a threat to aviation safety. How mediation can contribute to good conflict management?

- What is safety?
 - * Building a safety culture
- Safety culture vs. legal culture: the paradox.
- Who gets the blame?
 - * Complexity in highrisk organizations: Tiger 66
 - * Reason model
 - * Blame & Just Culture
- Illustration
- Discussion

A safe operation

Safety \iff Human Lives

- Safe aircrafts / equipment
- Safe operations / procedures
- Well trained people.

What is Safety

A safe operation

- Technical development
- Development of international standardisation of law and inspection
- Implementation of Air Safety Reporting System

What is Safety

- Avanced technical training
- Crew Resource Management training with focus on:
 - Behaviour and reflection
 - Communication
 - Leadership
 - Situational Awareness
 - Stress management
 - Decision making
 - Teamwork

What is Safety

**70 – 90 %
Human Factors**

What is Safety

Complexity in high risk organizations:

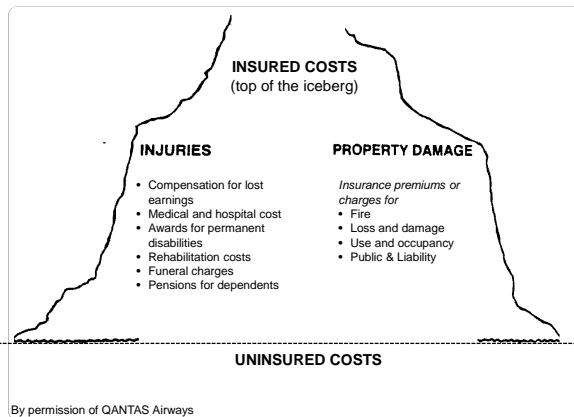
- Accidents are not the blame of 1 person
- Behind an accident there's a hidden and anonyms organisation
- Power and prestige make it difficult to address this and non-tangible
- Human factor
- The tendency in all of us to deny own failures and avoid others who have failed.

What is Safety

The increased legal involvement has a negative influence on the safety culture: Dash 8

- The idea of punishment as a preventive tool is misleading.
- Cause – effect reasoning is too simple when looking at complex incidents and accidents.
- The amount of incident reportings decreases when the 'blame question' is leading.
- Legal procedures disturb the investigation research and daily operation.
- Legal procedures sigmatize the incident and the person involved as shame and damaging.
- Stress influences the performance of the professionals.

Safety culture vs Legal culture



INSURED COSTS
PROPERTY DAMAGE

UNINSURED COSTS

INJURIES <ul style="list-style-type: none">• First aid expenses• Transportation costs• Cost of investigations• Cost of processing reports	ASSOCIATED COSTS <ul style="list-style-type: none">• Difference between losses and amount recovered• Rental of equipment to replace damaged equipment• Surplus workers for replacement of injured employees• Wages or other benefits paid to disabled worker• Overhead costs while production is stopped• Loss of bonus or payment of forfeiture for delays.
WAGE LOSSES <ul style="list-style-type: none">• Idle time of workers whose work is interrupted• Man hours spent in cleaning up accident area• Time spent repairing damaged equipment• Time lost by workers receiving first aid.	OF THE JOB ACCIDENTS <ul style="list-style-type: none">• Cost of medical services• Time spent on injured workers welfare• Loss of skill and experience• Training replacement worker• Decreased production of replacement• Benefits paid to injured worker or dependents
PRODUCTION LOSSES <ul style="list-style-type: none">• Product spoiled by accident• Loss of skill and experience• Lowered production of worker replacement• Idle machine time	INTANGIBLES <ul style="list-style-type: none">• .051 lowered employee morale• Increased labour conflict• Unfavourable public relations• Loss of goodwill

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Relation between unsafe operation and conflicts

Possibilities for mediation

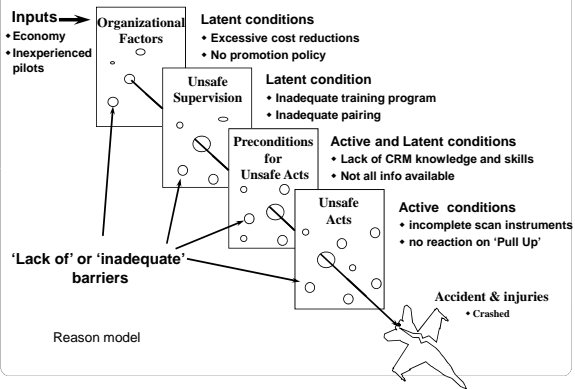
Tiger 66

Who gets the blame

Complexity!

Who gets the blame?
Or do we learn?

Aviation organization (Reason model)



Blame culture or Just Culture?



• Blame culture:
The person directly involved gets the blame

• Just culture:
There is no blame
(only in case of intent or severe negligence).

Who gets the blame

Conflicts are a serious threat for safety.

Also as latent "failures" in other parts of the Swiss Cheese model of James Reason. E.g.

- Between 2 pilots
- Captain – Flight Attendant
- Aviation organization - Airport
- Flight operation - Maintenance
- Contract partners, etc.

Appr. 30% of management time is spent on solving conflicts or rectifying wrong actions as a result of conflicts.

Mediation & safety

Mediation can help:

- To solve conflicts

But also:

- Help organizations and individuals to learn from the existing situation.
- As preventive tool; trace latent "failures" and inefficiencies.

Mediation & safety

An illustration:

- Flight Hamburg – Amsterdam.
- Cooperation between Captain and F/O is disturbed.
- F/O decides to write a report to the company & requests not to fly with this captain any longer.

Some flight information:

- Weather AMS is CAT 3
- During approach into AMS: ANTI SKID fault which has consequences for the CAT 3 approach.
- They make a Go Around
- They have to make a decision where to divert: RTD or BRU.
- Weather RTD is marginal, weather BRU is much better.
- Fuel is no issue.

Mediation

After the flight:

- The captain hurries to go home
- There is no time to discuss what happened during the flight
- The F/O decides to write a safety report to the company and requests not to fly with this captain any longer.
- For safety reasons this request is conceded, but is very inconvenient for scheduling department.
- The Chief Pilot had a talk with the captain and also with the F/O
- The F/O still refuses to fly with the captain.
- The company decides to try Mediation.

Mediation

The Mediation



The Mediation



The past
Mapping the problem

The mediator :


- gives information how she sees the mediationproces and possible rules for communication
- verifies the intentions and expectations of the parties
- maps the problem by giving each party the opportunity to give his view on the conflict
- asks for factual information as well as for feelings

Interventions are mainly parafrasing and summarizing, mediator tolerates her own stress

Mapping the problem

- The mediator actively looks for interests of both parties
- The interactionpattern of the parties is characterized by trying to convince the other (and the mediator) and advocating the rightness of their viewpoint
- Conflictparties accuse each other and regularly repeat their viewpoints more strongly
- Emotions grow and the situation escalates,
- The mediator will patiently paraphrase, summarize and keep on asking questions to clarify the situation

Mapping the problem

 **Here and now**
Self Inquiry and Reflection

- In the middle of the fierce fight the mediator asks quietly ***what both people really want here***
↓
- silence & reflection
⇒ they want to solve the problem
seek a way to establish good relations
- They start to listen to the other and to themselves by the paraphrases of the mediator
- They start discussing the flight, the stress in the cockpit and the decisions made

Self Inquiry & Reflection ○

 **Future & agreement**
Empowerment and recognition

- The mediator's question 'what Gino and Patricia really want' triggered reflection
- Their confidence increases, they become calmer and there is greater self-insight: which leads to more empowerment
- They become less defensive and there's more feeling for the other: which leads to greater recognition, even compassion
- They inquire into the interests of the other and bring up solutions that meet the interests of both which leads to an agreement

Empowerment & recognition



Two questions for discussion

- Is there in your view sufficient progress so that it is safe for the company to decide that they can fly together again ?
- Is their agreement sustainable enough ?

Lessons learned
