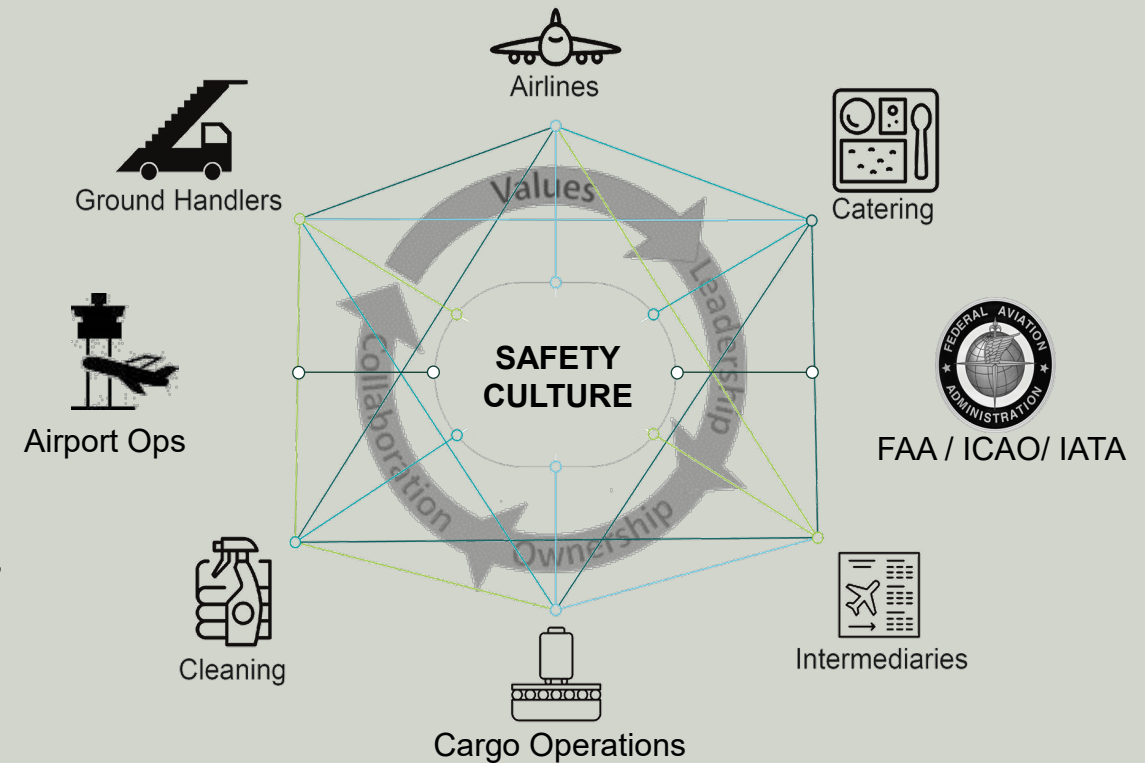# A Community Approach to Safety:

**WE ARE A COMMUNITY:**

- Common Goals & Objectives

- Within the same environment

- Similar Industry standards & practices

- With the same Challenges

- We mutually benefit or suffer from each others' policies, procedures and cultural norms present in our culture
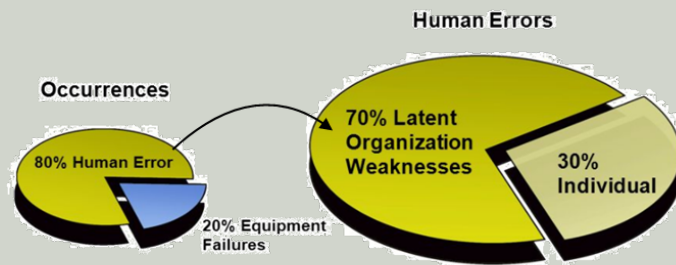


Airlines

Ground Handlers

Catering

Airport Ops

SAFETY CULTURE

FAA / ICAO/ IATA

Cleaning

Cargo Operations

Intermediaries

Values

Leadership

Collaboration

Ownership

# Our Safety Perspective
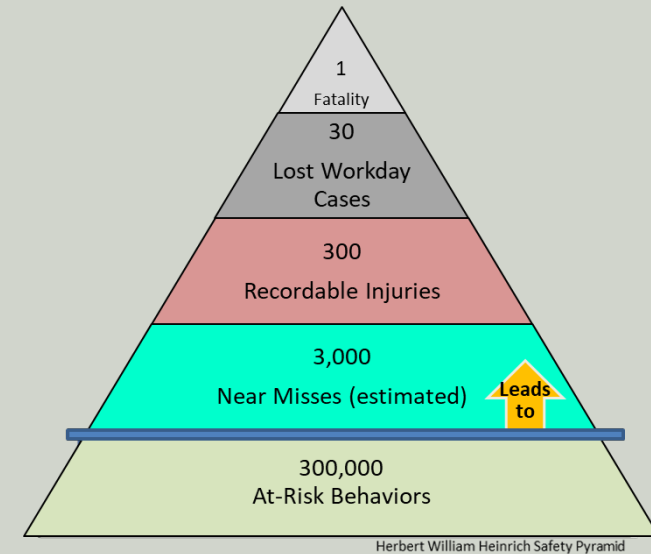
## Bridging the behavior gap:

*SIF Precursors - "a high-risk situation in which control methods are absent, ineffective, or not complied with and allowed to continue"*

**Larry Simmons (kagerer and Simmons, 2016)**

- Controls & Procedures do not change behavior

  **Training ≠ Behavior Change**

- It's not a knowledge deficit it's a habit deficit
  - Our decisions are based on emotions and **social context**
  - We don't always do what is in our long-term best interest

- Systemic weaknesses drive & enable Individual actions/errors and non-compliance trends

SIF = **S**erious **I**njury & **F**atality



**Human Errors**

**Occurrences**

80% Human Error
20% Equipment Failures

70% Latent Organization Weaknesses
30% Individual



Heinrich Safety Pyramid:
- 1 Fatality
- 30 Lost Workday Cases
- 300 Recordable Injuries
- 3,000 Near Misses (estimated) — Leads to
- 300,000 At-Risk Behaviors

Herbert William Heinrich Safety Pyramid

## Leadership is the Key

### SIF Systemic Precursors
- Normalized Deviations
- Unmitigated Org Weaknesses
- Ineffective Mgt. Controls
- Misinterpreted work priorities
- Uncalibrated risk perception
- Safety decisions not based on data
- Lax leadership oversight/ownership
- Systemic indifference to safety

# Safety Context

**Your Safety Programs must be robust and proactive with strong leadership commitment – its effectiveness drives your safety culture**.  **Your culture drives your employee's safety habits (good or bad).**

- The Port's SMS focuses on maintain awareness of operator's conformity with contractual requirements, including Rules & Regulations and industry safety standards via "reasonable surveillance" of operational conditions
- The port does not Direct the work of, train, control, advise or instruct your employees or how you perform your work.
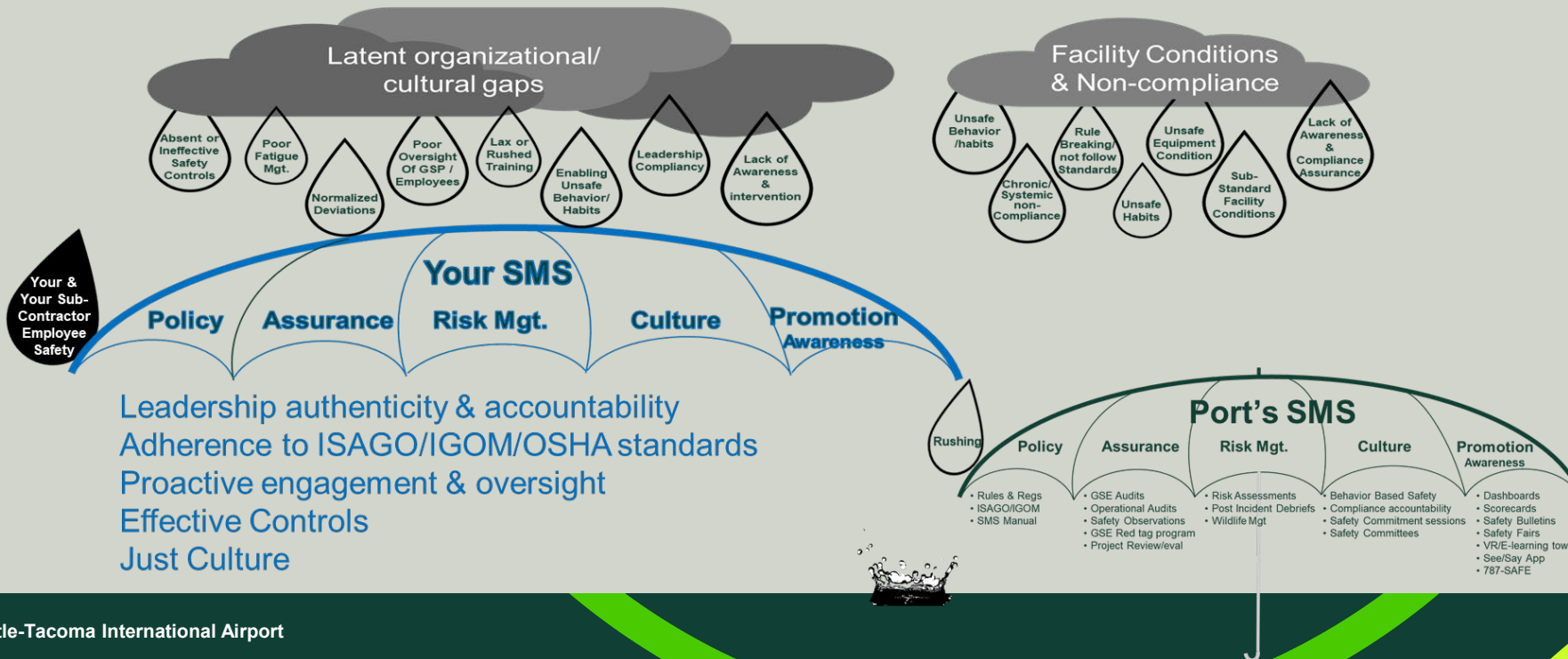
# Safety Obligations:

## Your Responsibly

- Take "Reasonable Care" to prevent and detect hazards, hazardous conditions, or system deficits in your culture, work areas & practices
- Follow the required safety practices for your work activities (IGOM, ISAGO, IOSA)
- Assuming the responsibility of the safety of your and your contractor's employees;
- Not creating safety hazards for the employees of other operators
- Comply with WISHA (L&I) and Industry Standards
- Train, inform, educate & evaluate own employees

## Airport
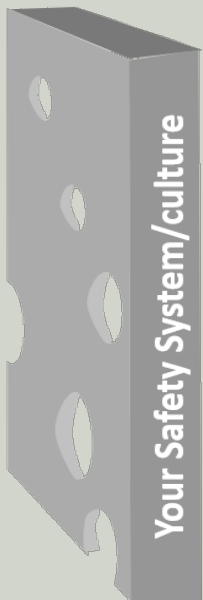
**Meet all OSHA/WISHA/L&I requirements for your employees**
**Maintain Equipment to WS L&I**

### Your Safety System/culture

**Leadership engagement & accountability**
- Proactively mitigate & implement controls & processes
- Be authentic about safety & ALWAYS be the example
- Own your system/organizational deficits & make continuous improvements

**QA program**
- Inspection of operational activity for trends and behaviors
- Audit management processes to ensure that policies, procedures & risk-based controls are implemented & effective.
- Assure maintenance of GSE in safe condition (PIT standards)

**Behavior Management**
- Habit Management
  - Supervisor's - oversight & compliance
    - Lead by example
  - Staff – Always follow the rules
    - Interrupt unsafe habits

**Cultural**
- Just Culture – non-punitive culture
- Systemically focused on root cause
- Reporting Culture

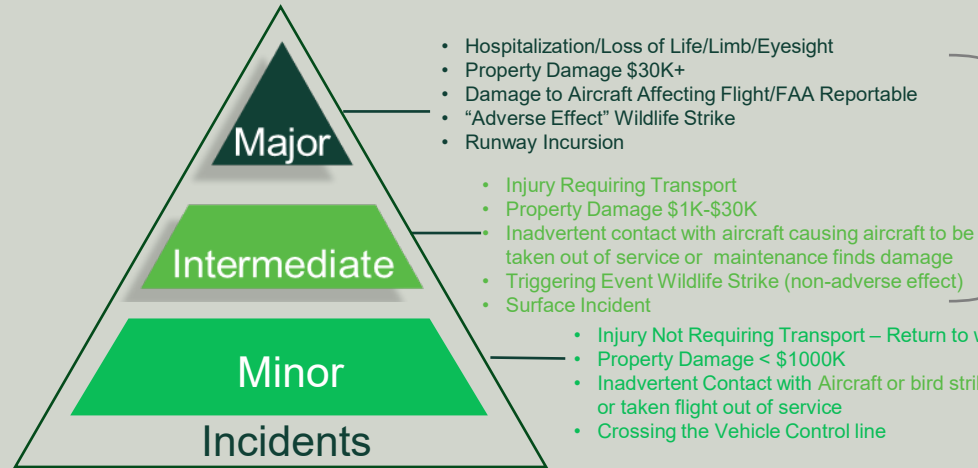### Port/SEA Safety Compliance Oversight

- Exercise authority to correct, or assure correction by others, safety hazards

- Conduct and document frequent & regular inspections of operator's site-specific work (Airfield, Public & common areas)

**Airport Can't:**
- Change your culture
- Direct or manage your employees

# What we track & what it tells us

**Major**
- Hospitalization/Loss of Life/Limb/Eyesight
- Property Damage $30K+
- Damage to Aircraft Affecting Flight/FAA Reportable
- "Adverse Effect" Wildlife Strike
- Runway Incursion

**Intermediate**
- Injury Requiring Transport
- Property Damage $1K-$30K
- Inadvertent contact with aircraft causing aircraft to be taken out of service or maintenance finds damage
- Triggering Event Wildlife Strike (non-adverse effect)
- Surface Incident

**Minor**
- Injury Not Requiring Transport – Return to work immediately
- Property Damage < $1000K
- Inadvertent Contact with Aircraft or bird strike not causing damage or taken flight out of service
- Crossing the Vehicle Control line

**Incidents**

**Citations/warnings**

**Compliance**

**GSE Condition/Safety Performance Audits**

**Safety Observations**

$$\frac{\text{\# per Co}}{\text{Co. Ops/100K}} = \text{Incident Rate}$$

- Company Reporting Culture
- Root causes & contributing Factors
- Underlying systemic concerns/issues
- System/facility/process Gaps
- Performance status/ranking

- Company Reporting Culture
- Near Misses/Close calls
- Trends and Hot Spots
- Safety Hazards

- Behavior Norms / Patterns / Habits
- Compliance Awareness & Attitudes
- Company training & proficiency efficacy
- Rules & Regulation conformity

- Latent SIF Precursors within Org
- Cultural / Systemic Norms
- Oversight & leadership engagement
- Efficacy of internal Controls

- Ground Service Equipment Condition
- Adherence with Industry Best Practice
- Oversight & leadership engagement
- Efficacy of internal policies/practices

- Behavior/compliance awareness
- Lighting/facility concerns/deficits
- Effectiveness of practices & policies
- Contractual conformity

✓ Awareness of operator's conformity with contractual Requirements, industry safety standards to assure a safe work environment (Airfield, Common areas)

✓ Exercise authority to correct known safety hazards

✓ Continuous Program/ Process improvement

✓ Resource allocation priorities

# Your Responsibility as a Manager/Supervisor:

- Report all incidents/accidents that occur on the Airfield or Airport Proper
- Provide sufficient oversight and control of your own employees and subcontractors
- Assure Compliance with IATA, IGOM, Airport Rules
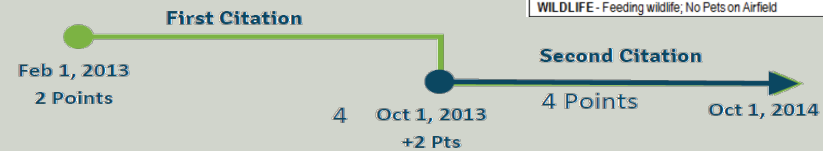
# Enforcement:

SEA has two enforcement methods to assure compliance with SEA Rules, Regulations & Standards.

**Individual Infractions** each infraction is assign a point value based on the severity of the infraction. Points are cumulative with escalating penalties but drop to zero should no additional infractions occur in 12 months. If 12 points are accumulated in a 12-month period – driving privileges may be revoked.

**Organizational Non-Compliance** offences are imposed based on unabated trends or systemic weaknesses and are assigned progressive fines. At 5th infraction License to Operate is placed on probation for 12 months. If after 12 months, safety performance remains below standard, License will not be renewed.

For Current info - Link to Rules & Regulations:

SEATTLE-TACOMA INTERNATIONAL AIRPORT SCHEDULE OF RULES AND REGULATIONS NO. 5 (portseattle.org)

## Individual Infractions:

| Point Accumulations and Penalties | | | |
|---|---|---|---|
| 4 PTS | 6PTS | 9PTS | 12PTS |
| Remedial Training within 7 days | One (1) day Suspension of AOA, SIDA, and Restricted area privileges | Fourteen (14) day Suspension of AOA, SIDA, and Restricted area privileges | Possible Permanent revocation of AOA, SIDA and Restricted Area privileges (Hearing Required) |

**DRIVING**

| | |
|---|---|
| ACCIDENT, REPORTING – Leaving the scene of an accident without report to POS of the event | 6 |
| WALKING on, or across, a Runway, Taxiway, or Taxilane (terminal to terminal) - Unauthorized | 4 |
| RWY INCURSION - Runway incursion (any unauthorized intrusion onto a runway) | 6 |
| RECKLESS DRIVING (operation of a vehicle in a manner which could cause harm or injury to persons or property and/or speeding in excess of 2 1/2 times the speed limit) | 6 |
| SPEEDING – in excess of posted/marked or identified limits for operating location. | 3 |
| TAXIWAY / VEHICLE CONTROL LINE ENTERANCE - Driving a vehicle, or towing an aircraft, onto or across a taxiway or vehicle control line without proper authorization | 3 |
| SEAT BELT USE – Not using a seatbelt or other safety equipment on vehicle so equipped | 3 |
| NOT FOLLOWING ATCT/SRT INSTRUCTIONS Failure to obtain prior proper authorization, training or follow the instructions of ATCT or SRT while operating on or within the AOA, AMA or Ramp Tower Advisory Area, towing an aircraft, or during pushback. | 3 |
| MECHANICAL CONDITION Operation of a vehicle that is in unsound or unsafe mechanical condition | 3 |
| TEXTING / DISTRACTED texting or use of cellphone while driving a vehicle on the AOA or in Bag Well | 3 |
| OBEYING SIGNS, MARKINGS, INSTRUCTIONS Failure obey lawful signals of POS employee or comply with posted signs, markings, traffic signals. | 2 |
| LAV TRUCK IN BAGWELL PROHIBITED – Lav truck/vehicle in bag well | 2 |
| DRIVE LANE VIOLATION'S – failing to utilize (shortcutting) drive lanes or service roads; yield to thru traffic on service road or adhere to posted markings, signage, guidance or rules. | 2 |
| ELECTRONIC DEVICE USE - Driving while using an electronic device not authorized or operationally necessary | 2 |
| TOWING/SAFE LOADS - Exceeding authorized tow limits or numbers (bag carts/dollies)/ unsafe load | 2 |
| LICENSE - Driver's License (Valid) not in possession (immediate removal from airfield) | 2 |
| TAIL GATE- Allowing others to ride on a vehicle tailgate or cabin service vehicle platform or exceeding vehicle design, or designated seating, passenger or storage capacity. | 2 |
| EMERGENCY / YIELDING RIGHT-OF-WAY - Failure to give right-of-way to any emergency vehicles | 2 |
| AIRCRAFT TOW TRAINING - Towing of Aircraft without the proper level of POS drivers training | 3 |
| PARKING - CHOCKING AND BRAKES - Failure to properly chock and set parking brake/s of any parked, unattended or running equipment, vehicle or wheeled apparatus, or while fueling aircraft. | 2 |
| PARKING - Illegal parking around aircraft parking gates | 2 |
| PARKING - Staging or storing of ground support equipment (GSE) or vehicles in an unauthorized area (aircraft parking area, fire lane, Object Free Area, etc.) | 2 |
| WILDLIFE - Feeding wildlife; No Pets on Airfield | 2 |

**First Citation**
Feb 1, 2013
2 Points

4     Oct 1, 2013
+2 Pts

**Second Citation**
4 Points
Oct 1, 2014

## Organizational Non-Compliance:

Letter of Non-Compliance
$2,000 Fine — 1st
$5,000 Fine — 2nd
$10,000 Fine — 3rd
$15,000 Fine & Notify Customer — 4th
$25,000 Fine + License renewal in Jeopardy (one year probation & Customers advised) — 5th

**One-Year provisional license:**
Provisional License issued for 12 months conditioned on improved performance (performance thresholds to be clearly set and evaluated quarterly)

**Closely Monitored by the SEA**

**MUST:**
- Maintain Incident Rate at SEA at or below goal for at least 8 of the last 12 months (for applicable operators)
- Active ISAGO certification (provided IATA can schedule/perform Audit)
- GSE Audit finding addressed within 30 days and consistent improvement audit to audit
- DART rate below X percentage
- An active Accident Prevention Program
- Active Safety Management System program, outlining proactive interventions, training and accountable executive criteria
- Active & Effective Oversight Controls including safety habit mgt. program

**MUST NOT:**
- Fail to report an incident
- Have unabated safety trends based on employee percentage of citations/warnings (x % of employees with citations)
- Culture of chronic non-compliance (normalized deviance) (escalating or unabated non-compliance fines over $X)
- Disregard red tagged equipment or failure to remove derelict equipment over 30 days
- Lax controls, oversight or internal accountability for safety.

**No Improvement**
Performance thresholds not met
License not Renewed

**Improvement**
Performance thresholds met
License Renewed

# Safedock Operations:

Safedock/Safegate is utilized at SEA as a secondary layer of safety for arriving flights.

All ground support crews must be trained by the operator on the proper use and limitations of Safedock.
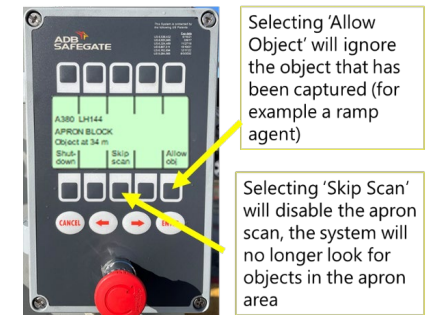
- Safedock is **NOT** a substitute for ground personnel, wing walkers or marshallers. Ground personnel are expected to be onsite prior to & during arrival of aircraft.

- Safedock does not scan the entire safety envelope and a pre-arrival inspection must be performed including assuring all equipment is outside the safety envelope/equipment restraint line.



**SEATTLE-TACOMA INTERNATIONAL AIRPORT** SEA
## AVIATION OPERATIONS
### SAFETY BULLETIN
November 3, 2021

**SAFEDOCK IS NOT A SUBSTITUTE FOR GROUND PERSONNEL, WING WALKERS OR MARSHALLERS**

The Primary function of Safedock is to safely and efficiently park an aircraft. The **Safedock system is a BACK UP SAFETY SYSTEM designed to enhance current operations by allowing ground crews to concentrate on maintaining a safe area of operations.**

- All ground service providers are required to follow individual airline procedures.

- At any point, before or during an operations, there is a large red button on each control panel which will display "**STOP**", which can be pressed to stop an aircraft coming in.
- Safedock System does not scan the entire safety envelope. Each gate has a defined scan area (see attached documents)

Selecting 'Allow Object' will ignore the object that has been captured (for example a ramp agent)

Selecting 'Skip Scan' will disable the apron scan, the system will no longer look for objects in the apron area

- Any issues with the system must be reported to ACC 206-787-SAFE.

If you have any further questions, comments, or concerns, please reach out to Will Steinberg (Steinberg.W@portseattle.org), Jess Sanford (Sanford.J@portseattle.org) and Tim Toerber (Toerber.T@portseattle.org).
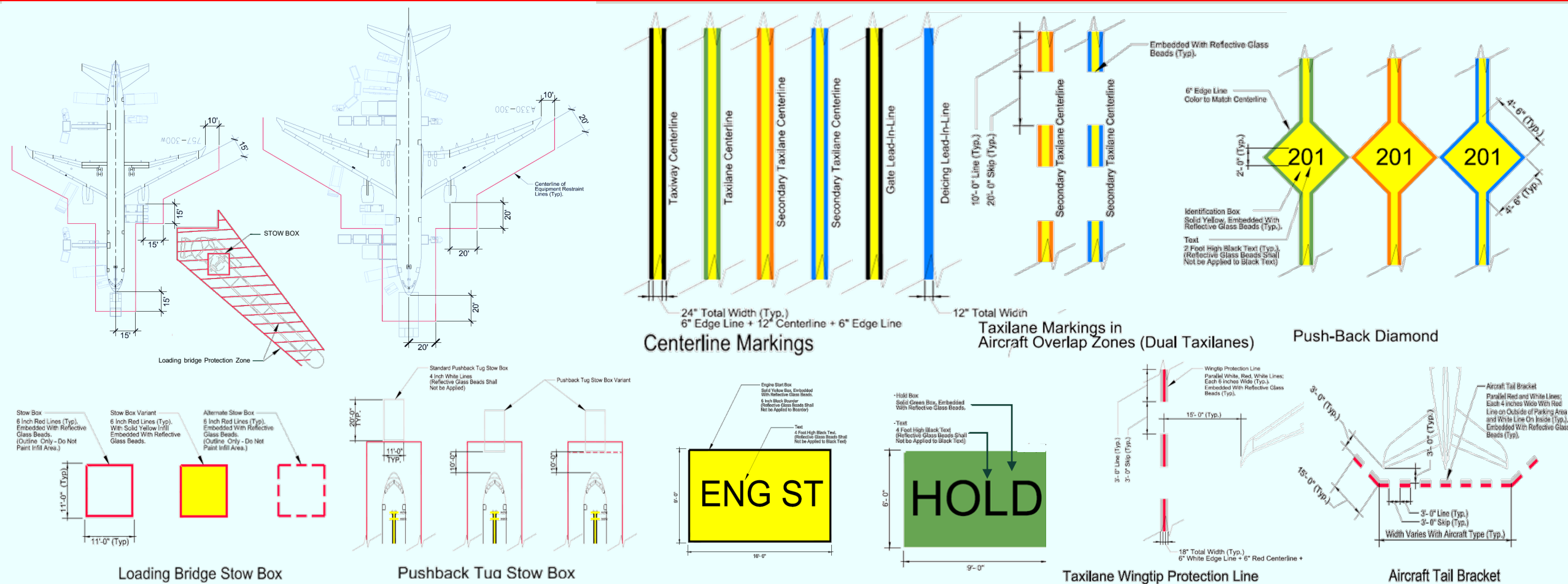*_Please see the attached PDF documentation for ramp crews._*

# SEA Apron Markings:

## Designed for Safety & Idle thrust only:     (Link to POS striping/Marking doc.)

SEA has many unique markings that you must know and understand.  For a complete listing and to learn their application, use the link above to view the complete document.

Vehicle Control Line

# Safety Communications & Resources:

➤ *Committees:*

- Safety Manager's Meeting – 2nd Tuesday of the Month - email waterton.a@portseattle.org to be added to the invitation & distribution list

- Quarterly Safety Leaders Meeting - email waterton.a@portseattle.org to be added to the invitation & distribution list

➤ *Orientation & Proficiency:*

- VR aircraft tow simulation – https://www.portseattle.org/sea-tac/airport-employees

➤ *Rules and Regulations* – https://www.portseattle.org/page/airport-tariffs-rules-and-regulations-sea-tac

➤ *IGOM link* - https://www.iata.org/en/publications/store/iata-ground-operations-manual/

➤ *L&I PIT requirements* - https://www.lni.wa.gov/  or  https://www.lni.wa.gov/safety-health/safety-rules/chapter-pdfs/WAC296-863.pdf