



SAFE Wings

Dornier Aviation Nigeria AIEP

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- Fun Facts About Aviation
- Dornier Wins Best Contractor Award
- Situational Awareness Clues To Pilots
- Most Common Safety Excuses
- Time Constraints and Pressure in Maintenance
- Should Safety Be Incentivized
- Cartoon
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Result of Teamwork, Commitment and Performance



FOREWORD

We must all be able to ask ourselves what we have done personally and as a group to contribute to zero incident, 100% Aircraft availability, 100% On time departure etc. Without doubt, Teamwork, Commitment and Persistence leads to good Performance, Reward and Recognition. Team Commitment means employees are more likely to pick up the slack for a missing worker, employees are able to prevent others from getting injured, Individuals are prompted to complete a slow or missing worker's task rather than leave it unfinished etc. And that's the conviction behind our Cover Article : **DORNIER WINS NLNG BEST CONTRACTOR AWARD - THE RESULT OF TEAM WORK, COMMITMENT AND PERFORMANCE.**

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If you've been a Safety Professional for any amount of time, you could probably write a book based on the excuses you've heard regarding why a worker or a company failed to adhere to Safety Rules and Procedures. Most common of such excuses is reflected here.

What normally comes to mind when Bowtie is mentioned to any individual is mens' fashion trend but its introduction into our Hazards and Risk management has brought positive gains and made the policy to be generally acceptable and interesting to all cadres of personnel. Its benefits and

purpose is documented in this piece.

Dornier's Social Environment Day in Kaduna was a success and presented a huge Safety Awareness opportunity. It is all here as well.

Should Safety be incentivized? Tricky question. Sounds great-generous -even, but is it doing more harm than good?

Infact we have so many other nice reads for you in all the pages and lots more that encapsulates our heart beat as an Organization that takes safety seriously.

This Edition, 3rd Edition, has a unity about it; the need for all employees in all our Operational and Maintenance Bases ranging from Cleaner to the Accountable Manager to aim at Teamwork which is the recipe we are anchored on and upon which we can achieve great performance, rewards and recognition. Our Brothers and Sisters, the experience has been worthwhile. Join us.

EDITORIAL TEAM

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FUN FACTS ABOUT AVIATION-

1. KLM is the world's oldest airline established in 1919
2. In 1987 American Airlines saved \$40,000 by removing 1 olive from each salad served in first class
3. An aircraft takes off or lands every 37 seconds at Chicago O'Hare's International Airport
4. The wing-span of the A380 is longer than the aircraft itself. Wingspan is 80m, the length is 72.7m
5. Singapore Airlines spends approximately \$700 million on food every year and \$16 million on wine
6. Travelling by air can shed up to 1.5 litres of water from the body during an average 3 hour flight
7. Lufthansa is the world's largest

purchaser of caviar, buying over 10 tons per year

8. The Boeing 747 wing-span (195 feet) is longer than the Wright Brothers first flight of 120ft
9. The internet and on-line check-in was first introduced by Alaska Airlines in 1999
10. Total electricity capacity of a 747-8 can power up to 480,000 32inch flat screen TVs
11. At any given hour there are over 61,000 people airborne over the USA
12. Did you know Qantas invented business class in 1979?
13. By American Airlines switching a pilots paper manuals to iPad they will save \$1.2 million in fuel
14. The average 747 has between 240-280 kilometres of wiring

15. In the U.S.A., over two million passengers board over 30,000 flights each day

16. Pilots and co-pilots are required to eat different meals in case of food poisoning

17. Orange "Black" Box: Most airplanes have a flight data recorder that keeps track of everything the plane does. These are often called "black boxes" even though they are orange.

18. The 5% Factor: Only 5% of the world's population has ever travelled by plane.

19. Faulty Taste Buds: The atmosphere in an airplane cabin dries out a person's nose, and the changing air pressure numbs about 1/3 of a person's taste buds. This is one reason for airlines adding lots of spices and salt to their foods. Additionally, tomato juice tastes less acidic in the air.

FOREWORD

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Chijioko Onyemekara (CJ)

DORNIER WINS BEST CONTRACTOR AWARD - THE RESULT OF TEAM WORK, COMMITMENT AND PERFORMANCE :

Dornier was honored with Best Contractor Award by NLNG in 2016 and it is, of course, a milestone that sets the Dornier Team & Management's heart racing and something to be spoken of with pride. Teamwork, Commitment and Performance earned us this honor. As they say Reward for hardwork is more work. The main factor will be How do we maintain, improve and leverage on this for greater heights? What next after this achievement?

Most Corporate Managements are concerned with output and do not necessarily make searching enquiries into which tools did the best job, or which paint proved to be the easiest to spray. We would all do well to remember this when beating a path to their door. They deal in strategies and leave the operational applications to those below.

It is at this level that a change in the way we view Performance needs to be established. It is not enough that a demand from above to reduce the number of incidents or flight cancellations/delay causes Managers or Safety Officers to consider how they might best avoid upsetting their colleagues. It should prompt us all to consider how we achieve such standards through our everyday performance. We must all be able to ask ourselves what we have done personally to contribute to zero incident or clean flight cancellation/delay sheet.

I was privileged to be party to a conversation between two football Managers at a football match a few years back. Manager 1 had enjoyed a great season. They conversed at some length about the number of games his team had won and the number of trophies they had lifted. To the contrary, Manager 2 had a terrible season culminating in Relegation and asked the first to sum up the reasons for his team's success.

Manager 1's response was: "Well, naturally we've got a good set of players but each of them has been selected because of their unique skill and ability (QUALIFICATION) and I see to it that they practice those skills diligently (COMPETENCE). They turn up for training and learn from their mistakes (TRAINING). I also talk to them - explain what I want and show them how to produce it (MENTORING) and each of them communicates on and off the field in a way that everyone knows just where they stand (COMMUNICATION). What's more, I've got a Team. They each know their role in the game and pull together to get the results we want that still leaves room for individual flair when it's required but makes for a consistent performance over all (COOPERATION). The fourth element is Control and that's my (MANAGEMENT) job; I have to know what's going on and I make it my job to find out. I take an overview early on the game - I stand back and watch what everyone is doing - how they respond to

developments. I watch for the application of tactics practiced on the training ground, then I go down to the sidelines. I look for signs of weakness or fatigue or less than adequate performance and I correct it. And if somebody isn't prepared to pull their weight, I replace them!"

This is a worthy Analogy as to how our system needs to work

So let's cut to the chase. Team Commitment means employees are more likely to pick up the slack for a missing worker. This prompts an individual, to complete a slow or missing worker's task rather than leave it unfinished. In a more individual-centric environment, employees tend to avoid taking on more work than they are individually responsible to complete..

The Major benefit of Team Commitment is improved bottom line results. Committed employees make decisions that benefit their colleagues, team and organization. Collaboration on projects and work usually leads to better ideas and more effective performance.

Commitment from Team Members can ultimately improve the company's ability to retain top employees. Retaining your top workers means your collective knowledge base is high and you save on the expenses of high employee turnover. Your business can also deliver quality products and services more consistently, which boosts your brand image.

The Contention of all that has been written so far is that if we attend to the specific performance expected of us as individuals & as a Team, it will naturally follow that we will be rewarded with award such as this from NLNG Kudos to all.



Emma Akanho

Situational Awareness Clues to Pilots

Situational Awareness is not just a theoretical notion and is pertinent to most accident or incident cases. It is real, and its absence causes accidents. Most Researchers indicate that human factor is a contributing cause in around 70 percent of all incidents and accidents. Degraded situational awareness can lead to inadequate decision making and inappropriate action. As a Pilot we need to be alert, healthy and fit so that the flight can be conducted safely. And importantly, we need to know what's going on with the Aircraft and around us.

CLUES

There are a number of clues the Pilot can use to assess his/her level of awareness. If none of these are happening then the crew has a good grip on the big picture and the situational awareness is very high. Some of these indicators are:

Situational Awareness	
Clues	Desired Result
Failure to meet targets	Aircraft performance targets will help you to maintain your awareness by telling you if all is going well. Not meeting one means you need more information for a safe flight. eg Flight plan, profile, time, fuel burn
Undocumented procedures	Following the published checklist or aircraft procedure will result in a logical flow of cockpit information and the airplane will perform as expected by the book.
Departure from standard operating procedures	Flying employs doing things a certain standard way resulting in predictable performance and results from the aircraft reducing risks.
Violating minimums or limitations	Aircraft, engines, weather, rules and pilots have limitations and minimums and violating these to fly as planned require you to change the expectation and outcome of the flight.

No one flying the airplane

The use and monitoring of an autopilot and the assignment of a pilot flying the aircraft by proper semantics (I have control/you have control) makes sure someone is in positive control.

No one looking out of the window

Being intimately familiar with cockpit and aircraft procedures keeps the attention of the pilot/ crew outside of the aircraft.

Communications breakdown

Clear and concise communications using standard ICAO phraseology in the cockpit and with ATC will keep stress and unnecessary risk to a minimum.

Ambiguity

Maintaining clear communications and resolving conflicting information will keep uncertainty and doubt out of the cockpit.

Unresolved discrepancies

Clearing contradictory information as soon as possible by verifying with the source and double checking will keep risks low and personal conflicts

Preoccupation or distraction

Step back from time to time and ask yourself if you are doing everything to assure a safe flight, grab the big picture without losing attention for detail.

Looking at the above list you might find that you had one or two of these clues during a flight in the past. It does not mean the flight was unacceptable but that you temporarily stepped back from the big picture. This is no big deal as long as you are able to recognize it and take countermeasures like these below next time:

Go to the nearest STABLE, SIMPLE and SAFE situation
Follow rules, procedures and SOPs
Change automation level (use a lower level of automation or revert to handflying)
Buy time (request delaying radar vectors, a hold or an extended downwind leg).
Communicate - Asking for help is not a sign of weakness

Recover the big picture

Go back to the last thing you were sure of
Assess the situation from different perspectives, with different sources
Expand your focus to avoid fixation and tunnel vision
Manage stress and distraction
Take time to think / Use that time / Be willing to delay flight progress.

Chijioke Onyemekara (CJ)

MOST COMMON SAFETY EXCUSES

If you've been a Safety Professional for any amount of time, you could probably write a book based on the excuses you've heard regarding why a worker or a company failed to adhere to Safety Rules and Procedures. The excuses range from ignorant to absurd – from entertaining to frightening – yet, day after day, we continue to hear them. What's worse is that many companies or workers actually believe that these excuses aren't excuses at all, but rather are valid reasons for doing things the way they do them. Part of our job, as Safety Professionals, is to get these people to understand why their excuse is just that – an excuse – and how dangerous their behaviors really are. So what can you say, when faced with this situation, to help the offender know that he or she is just making excuses?

I've Been Doing it This Way for XX Years

Ok, raise your hand if you haven't heard this one. Nobody? Good. That's what I thought. Old-Schoolers are resistant to change. If they weren't, they wouldn't be called Old Schoolers. The Old Schooler is the guy that tells you that what he's doing is just a-ok because he's been doing it that way forever and he's never gotten hurt. Well, that may be true. Maybe he hasn't gotten hurt, but if there's a Regulation/Procedure for it, then there's a really good chance somebody has gotten hurt doing it that way. This is an example of anecdotal evidence – a situation where a person's personal or observed experiences override actual facts and statistics.

When I first got into the industry, I had a particularly difficult Manager on the job who just did not want to change the way something was being done in order to comply with the Procedures. One day we both happened to be at the corporate office and got in a heated discussion over this. At that moment, the Managing Director walked by and asked what was going on. I explained the situation and the Manager immediately followed with, "I've been doing it this way since my days in Nigeria Airways!" At that point, the MD gave one of the best retorts to that line I've heard: "Then it's about time you learned something."

Now, I would not recommend that you, as the Safety Professional, respond with that. It can only sour your relationship with the very people you need to work with you, but coming from his boss, it was exactly what was needed. As a Safety Professional, it's best to point out to this difficult player that every single person that has ever been injured on the job could say, prior to their accident, that it had never happened to them before. Not one of them had been injured on the job prior to being injured on the job. But for each, unfortunately, there was that first – and last – time. Your job is to help them prevent that first – and last – time from ever occurring.

Seemed Like a Good Idea at the Time

Did it? I never buy into this one. If something is dangerous or risky, then it was dangerous or risky when they decided to do it in the first place. This statement says to me that the employee never stopped to think about what they were about to do. As Safety Professionals, one of the biggest tools in our toolkit is Planning. We must find ways to make sure the workforce plans their work even when we're not looking. Whether this is through formal daily pre-work planning meetings, ToolBox Meetings or something more informal, one look at what an employee is doing will tell you whether or not they spent any time planning. And rest assured, it never seemed like a good idea.

I Have a Job to Do / I Wasn't Thinking / I Forgot

These? These say to me that the worker in question doesn't take his or her own safety seriously. This is a problem. Somebody who really means one of these things is either saying, "When push comes to shove, safety is less important than finishing the job," or "My safety isn't important enough to worry about." Both of these are unacceptable. If a worker has this attitude, then they have not been properly educated on the true risks of their job. They need intervention in the form of training and they need it quickly. This person can be a challenge. Sometimes they truly do not care if they end up getting hurt,

but most often just don't believe anything will happen to them. One way I've been successful in getting through to these types of people is to show them how their actions are a hazard not just to themselves, but to others. Often, a person may not be too concerned with his own safety, but would never want to be responsible for getting somebody else hurt. The trick in addressing these attitudes and excuses is finding the approach that will work.

This is How I was Told to Do it / The Boss Said...

When you receive these excuses, the problem is two-fold. If the excuse is accurate, it means you have a culture problem within your organization. Your supervision is putting your workforce in danger, intentionally or not. First, your challenge is to get the employee to understand that they have a say in their own safety. They need a channel to speak up without consequence if they feel they are being forced into a dangerous situation. And, most importantly, they need to understand what a dangerous situation is.

If they can't recognize a hazard, they can't correct it, or protest the instruction they're being given. After that, you have the challenge of addressing your organization's culture. You need to ensure you have top-management buy-in so that you can begin working on the company supervision. Supervisors need to hear it from their bosses that safety compliance is not optional and that nothing – not budget, not schedule, not anything, is an acceptable reason for putting an employee's life at risk.

It Was Only Going to Be a Second

This one is frustrating because it shows there is no concept of how accidents occur. "It only takes a second," is the quick and easy response to this excuse. In my experience, though, it doesn't take much convincing to get through to this person. The person who uses the "only for a second" excuse tends to know it's a flimsy excuse and just felt they had to say something because they'd been caught red-handed. Take a moment to talk to this person and let them tell you what the better way to handle the situation would have been. Most likely, they already know.

Excuses occur every day in every aspect of life, but as a Safety Professional we tend to hear them constantly. What's important is that we're able to counter them – to show employees that what they were doing is dangerous. Being able to do that hinges on our ability to communicate. We must be able to determine approaches that are effective for each worker (and those approaches could be different for each worker).

We must be able to speak in a way that they can comprehend without feeling like they're being condescended to. We need to know what we're talking about, so that information conveyed to our workers is accurate information. Workers also need to be able to trust us. They need to believe that we have their best interests in mind. If that's the case, they'll be more open to us and more willing to discuss what's wrong or unsafe. Communication and trust. With them, perhaps we can move beyond the excuses.



Julian Buell

TIME CONSTRAINTS AND PRESSURE IN MAINTENANCE

One of the most common causes of incidents involve time constraints and pressure. It is not always a supervisor standing over us saying, "get the job done now," sometimes we as Technicians put the pressure on ourselves. We need to realize this concept and correct the problem where it exists. This is where the idea of safety over schedule comes in to play.

We have all been caught once or twice being in too much of a hurry to get the job done either to meet schedule or to go home. It seems that the simple task, or the task we do all the time, is the one that will come back to bite us. You may know that someone else is working on the aircraft, but has he or she done all the things required making the aircraft safe to work on? Go and check, have they left a door open, or a wrench in the wheel well or working at height? We must learn to check up on our ourselves irrespective of status or experience levels. Maybe they have lost situational awareness in a way that will adversely affect you, themselves and the company. You owe it to yourself, the Client, the company and your family to stop and check on what is really going on during maintenance.

The job we are hired for is to inspect, service, and repair the aircraft and then send it back in airworthy condition. We are the only ones that can deem the aircraft airworthy. We cannot base our work on aircraft schedules. The company is always trying to keep to their schedule, and that is what they should try to do however, we have no control over tooling, parts, arrival times of aircraft in the case of overnight work, or

other unforeseen circumstances. Our job is to do the work according to the manuals, and return an airworthy product. If the aircraft is not finished, the operation will have to be re-scheduled, cancelled, or it will just have to wait until the correct procedures are accomplished. Do not rush, something as simple as paperwork not completed correctly can get you a Letter of Investigation (LOI).

In the case of an accident or incident, there is more financial benefit to the company to adhere to the policy of safety over schedule. It is also more beneficial to the Technician to prevent themselves from being hurt, killed, receiving an LOI, possibly losing your job or worse. Of course, without being said it is always beneficial to our passengers.

We all must take safety serious and be proactive instead of reactive, and this includes the company. Make sure you do things correctly, not quickly, and make sure you do the right thing even when no one is watching. You will never receive punishment for taking a delay on a turn or an originator if you are doing maintenance according to the correct procedure.

Another of the top human factors causes of incidents are not using or reading technical publications and culture as affected by leadership. We have addressed the former in past articles, but it serves to remind us that we need to check the proper manuals each time we perform maintenance and be aware of updates, read and sign, and make sure we have the newest revisions at all times. We need to reinforce our newly changed culture with each other, and if questioned relay this to Management.

With all this being said, be aware of your surroundings, pay attention to safety, and have all these concepts in your thoughts as you conduct maintenance.

Adewale Adebisi

SHOULD SAFETY BE INCENTIVIZED

This is the Million Naira question, isn't it? In recent years, many of us in the company and even in the industry watched as prizes were awarded to workers based on safety performance and activity. Sometimes this meant a plaque or letter of recognition, but other times it was something as big as promotion or salary increment etc. This sounds great - generous even - but is it doing more harm than good?

What is the Issue?

The general concern with safety incentive programs is that while it may make workers think twice about doing something unsafe, it may also have the unintended (we hope) consequence of making workers hide injuries. Let's face it: who wants to be eliminated from getting salary increment or winning an award because they sliced their finger open or fell from height when working on the aircraft when that can easily be fixed by a quick visit to the hospital, not reporting it and a little white lie that nothing happened?

What does SAFETY REGULATORS Say?

This question has been debated among Safety Professionals, but before we approach this from their point of view, Safety Regulators feel that while most incentive programs have good intention, they often create the unintended consequences mentioned above. Some Employers establish programs that unintentionally or intentionally provide employees an incentive to not report injuries. For example, an employer might enter all employees who have not been injured in the previous year / been involved in reportable incidents in a drawing to win a prize, or a team of employees might be awarded a bonus or salary increments if no one from the team is injured over some period of time. Such programs might be well-intentioned efforts by employers to encourage their workers to use safe practices. However, there are better ways to encourage safe work practices, such as incentives that promote worker participation in safety-related activities, such as identifying hazards or participating in investigations of injuries, incidents or "near misses".

The point is that if your Employee feels pressured to not report an injury or illness because of a particular incentive program, it could be considered a retaliation (in other words, if you report an injury, you don't get a bonus). The Regulators do allow, that a company would need to take into consideration whether the incentive award was or was not substantial enough to dissuade an employee from reporting in order to determine if it falls into this retaliation category.

In the end, Safety Regulator's stance is gray, and therefore, so is the answer to this question. Regulators do not come out and prohibit safety incentives. In fact, they appreciate employers attempting to use Safety as a Performance metric, but they recognize the inherent danger in such programs.

To Incentivize or Not to Incentivize, That is the Question. Since, the Regulators do not ban incentive programs, you - as an employer - need to decide if having one is right for you and, if so, how it should be run. Some people that I've discussed this with simply do not believe in Safety incentives. Their belief is that you already have two built in incentives:

1. You are going home healthy and unharmed.
2. Your paycheck.

Is Safety Optional?

Number two is interesting in that it infers that incentive programs propagate the belief that safety is optional;

that safe work practices are to be followed only if you want to get a little extra something from your employer. This is most likely not the message you are trying to get across. By saying that a worker's paycheck is their incentive, you are making the point that safety is part of your employee's job, and it is expected of them just as much as you expect them to be at work on time and to perform quality work.

Still, many companies feel they need that extra something to get their workers to follow what may sometimes be time consuming or cumbersome rules. The key is to find a balance. A Reward that is too large could cause employees to hide injuries, incidents or make unqualified reports while a reward too small could have no positive effect. A reward for injury-free work may need to be balanced by an equal punishment for failure to report. This, however, could also lead to murky waters. A punishment for failure to report could easily be twisted to appear as a punishment for getting hurt and you're back in the realm of 'retaliation'.

Focus on Leading Indicators

Perhaps the best route to take is one that most Safety Regulators recognize and one many Safety Professionals struggle with: leading indicators. For years, the focus of incentive programs or recognition awards has been on trailing indicators: recordable or lost time injuries, incident rates, and similar metrics. This measures employees after the fact, rather than trying to encourage them to be proactive. Some leading indicators include participation in incident investigations, number of near miss/Hazard reports, and training sessions attended. The catch here is that:

1. You need incidents to have incident investigations in which to be involved.
 2. You need near misses in order to report them.
 3. Sometimes Production Schedules don't allow for attending training sessions above and beyond what is already required.
- These indicators may be a good starting off point, but a program needs to be developed to effectively utilize them. Can it be successful? Sure, but so can an incentive program using trailing indicators when developed properly.

A Properly Developed Program

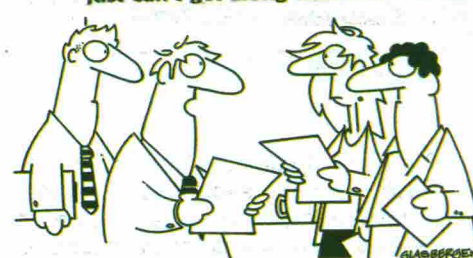
And that's where the key lies: a properly developed program. Should safety be incentivized? If you and your company are willing to put the time and resources into developing an effective program that is beneficial to the well-being of your employees yet doesn't have negative unintended consequences then YES.



"How can you say we're not behaving like a team? We're all wearing the same color shirts, aren't we?"

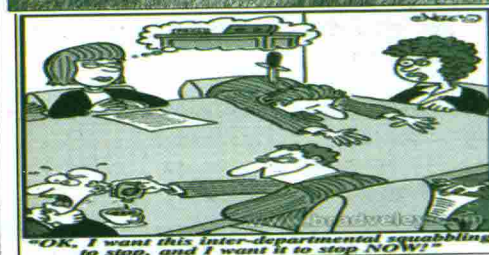
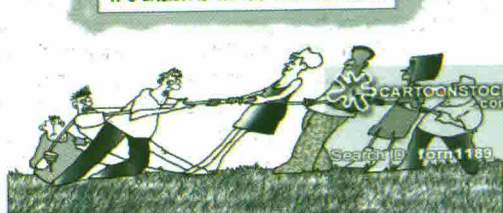


"Could you hire some other employees? The ones you have just can't get along with me."



"If we want to succeed as a team, we need to put aside our own selfish, individual interests and start doing things my way."

IT'S EASIER IF WE ALL PULL TOGETHER



SAFETY AWARENESS:

Social Environment Day held at the Central Muster Point, Dornier Premises in Kaduna as part of the Company's Safety Awareness Drive.



Fire & Rescue department carrying a Staff who could not respond to the emergency alarm call.



The Managing Director, **Mark Snoxell** speaking and reassuring Staff of Non-Punitive Policy for reporting hazard and just culture.

At this point the Managing Director reiterated the need for Staff to report hazard as it is important for our wellbeing individually and collectively. He also assure Staff that no reporting attract punishment as all the reports shall be looked at by the quality department



Staffs were addressed to go out around the offices, compounds, Canteen technical maintenance offices to see if they could identify hazard as they also be rewarded for any hazard identified.



All staff went all out in search of hazards.

.Mr. Philip, Mr. Bashir Chedi and the Managing Director Mr. Mark Snoxell having a look at the different hazards identified by Staff, and trying to sort them.



At the point of searching for hazard some two Staff saw a snake and identified it as an hazard and took steps to killing it and brought it to the central muster point for all to see.



Staff brain storming searching and writing down of hazards as identified.



Grace Daniel was also issued a certificate for identifying hazard as seen being issued by the Managing Director.



Mr. Ochoja receiving a certificate and a Presidential handshake from the Managing Director having identified hazard on the social environment day.

At the end of search for hazard different staffs were issued with certificates and plates of sumptuous meal at the canteen e.g Mr. Oshomha got a certificate as seen here being issued by the Managing Director.



Staff were happy at the event and took out time to take snap shots with friends and colleagues



The Quality Manager thanking Staff on the turnout of the event and encouraging them to always report hazard and that the hazard identified shall be well looked at and reported accordingly.



The Quality Manager later gave the vote of thanks on behalf of the Management and Committee.

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Fire & Rescue Drill came on to alert Staff to come out, this was used to access the response of Staff to emergency alarms which alerts Staff of imminent danger.



Staff gathered at the muster point awaiting the next action as most of them could not say what the alarm was for.



Mr. Bashir Chedi who is a member of the committee welcomes the Staff to the occasion and enjoins them to enjoy themselves as they partake in the activities lined up.



Ngozi Ike who is the coordinator of the day took over as she welcomes the Staff and inform them of what to expect during the programme. She also introduced the next item on the programme which is introduction of the day by Mr. Philip Njoku



Mr. Philip Njoku introduces the event and highlight on the day and why the social environment day is important in our company.



Mr. Bashir Chedi talking on the objectives of the social environment and what it intends to achieve.



Mr. Peter Nkwocha speaking on the importance of hazard identification. He also went ahead to differentiate between hazard and potential danger and the one that comes first.



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MANAGING DIRECTOR
Commitment to Safety

"Safety is one of our core business functions.

We are committed to developing, implementing, maintaining and constantly improving strategies and processes to ensure that all our aviation activities take place under a balanced allocation of company resources, aimed at achieving the highest level of safety performance and meeting national and international standards, while delivering our services.

All levels of management and all employees are accountable for the delivery of this highest level of safety performance, starting with the managing director.

Our commitment is to Support the management of safety through the provision of all appropriate resources, that will result in a company culture that fosters safe practices, encourages effective safety reporting and communication, and actively manages safety with the same attention to results as the attention to the results of the other management systems of the company"

Dornier Aviation Nigeria AIEP (DANA) Ltd has been in operation since 1979 and has grown to become Nigeria's leading private aircraft service and charter center. At Dornier Aviation, we provide regular and spot charter services, maintenance support to airlines, charter companies and private aircraft owners in Nigeria and the West-African sub region who own Dornier DO228 and DO328 aircrafts. We are the only DORNIER aircraft service center in Africa and one of the three HONEYWELL engines (Garret) Major Service center on the continent.

By : Chidubem Obialo (Chi)

KNOTTING THE BOWTIE

What normally comes to mind when Bowtie is mentioned to any individual is a men's fashion trend that has outlived many generations through dwindling periods of popularity.

Though made of a relatively small piece of clothing, its absence has the potential to declassify any corporate outlook, which may be regarded as a wardrobe malfunction.

Bowtie relevance has transcended the fashion realm and gradually taking center stage in a key aspect of human existence, cutting across both corporate and not so corporate endeavors.

In the corporate and not so corporate world of human endeavor there exist a constant, which generations have tinkered different approaches to ensure this constant does not invalidate years of hard work. Hazards, ageing as old as the creation of man and posing constant threat to latter's

existence has triggered the birth and innovation of various skills to manage the outcome of their presence.

Initial concepts applied to hazard management indicated that various tools were used separately, requiring reference to different publications to ensure an individual hazard are managed to as low as reasonably practicable (ALARP). Moreover, much literature contained in such tools made interpretation to all cadre of personnel an additional challenge to its implementation, hence the Bowtie innovation.

The entrance of Bowtie into Hazards and risk management has brought positive gains not without challenges though, but gains that have addressed the general acceptance of the hazard management tool by all cadres of personnel.



Dornier Aviation's successful launch of the Bowtie Hazard and risk management tool has brought about unprecedented improvement in the awareness of job specific hazard by personnel and the overall outlook of the company's safety culture and as such has set Dornier on the path of completely knotting the Bowtie in all areas of its operation.

