

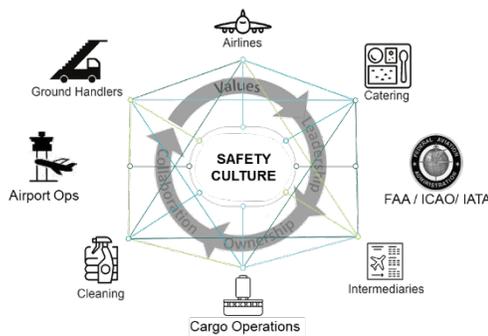
## Collaborative Airports Are Safer Airports

By David Crowner

The ever-changing Covid landscape has presented us with unprecedented challenges and as we work toward returning to a new shade of normal, we focus in this quarter’s Newsletter on incorporating and strengthening our human factors and behavior management.

A community approach is necessary to effectively mitigate system deficiencies. The more collaborative we are the more likely we will be able to address common cultural issues and concerns in a mutually beneficial way. We all share a common work area and objective to ensure that we go home safe.

As Leaders, Managers, Supervisors, and workers we all have an essential role in establishing and maintaining safe work habits and, most importantly, in interrupting unsafe habits. When workers are confident that management and their fellow coworkers are authentically supportive of strong safety measures and cultural norms, workers will make better, safer, decisions and form safe habits.



Our respective roles in affecting systemic change, however, are very different. SEA does not direct, train, guide or control the work of your employees or subcontractors. The Airport’s role is to provide reasonable surveillance or observations of the airfield and influence change through enforcement and communication. We cannot change your culture, nor will issuing citations or fines change behaviors. Only you can affect change within your organization and prevent unsafe behaviors from becoming the norm. Consistent leadership intervention and habit management is the only way our respective cultures can change, and we can effectively mitigate the underlying “Significant Injury or Fatality (SIF) Precursors” (see below) that enable unsafe behavior and lead to incidents.

### SIF Systemic Precursors

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

In Adam Varo’s article on Human Factors in the “New Normal” he will provide us with greater details and factors to consider in addressing human factor issues. Alicia Waterton gets back to basics and keeps us informed on current events and issues, as well as tips for safe driving practices. Mikki Viehoever and Steve Osmek from our Wildlife team address the growing bird strike trend and Juan Martell provides a recap of our safety assurance efforts.



## Human Factors in the “New Normal” Recovery Period

By Adam Varo

### The “New Normal”

For about a year and half, the aviation industry has been much changed. From implementing many new controls to combat the threat of Covid-19 such as changing how, where, and when some of us work to finding and managing resources due to the changes in operational activity, the landscape of the industry is different in many ways from the way it was in previous years. Now we are seeing a number of steps returning airports to some sense of normalcy, albeit a new normalcy. With increases in operations and passengers travelling, things are spooling back up, and it’s a good time to reflect on how that presents some different and unique challenges for us to overcome from a safety perspective.

### Human Factors

Many of us in the aviation industry are familiar with the “dirty dozen” of Human Factors, and how they increase our potential to make mistakes. From fatigue to lack of resources to operational pressure, it is important to recognize these influences and work to ensure our organizations actively combat these conditions to reduce incidents and effectively manage risk. I wanted to discuss a few of these that I think are especially important as we continue to increase operational activity towards pre-pandemic levels.

### Fatigue

Lots of people have had to struggle with fatigue due to having worked with limited resources for so long. This can lead to burnout, particularly as operations continue to increase and organizations are inundated with new hires to help keep up with the workload. It is critical for organizations to be mindful of how such long-term stress and fatigue can play a factor in decision making and increasing the potential for errors. It is important to understand how your organization actively combats fatigue. Do they require employees to take days off after a certain amount of time? Do they actively monitor and ensure that employees do not regularly work extended or double shifts? This is particularly important with increased hiring to ensure that more seasoned employees are able to safely support and mentor new staff and that these new employees are also not over-extended while they adapt to a new work environment.

### Lack of Resources

Staffing itself has also been a constant battle for many organizations. Lack of resources, in regards to staffing or equipment, can increase operational pressure, worsen conditions that increase fatigue, and generally increase stress. All of this of course increases the potential for mistakes but may also lead to employees using equipment that is not in good working order, or using equipment for a task that is not designed to accommodate. Is your organization provisioning appropriate resources and ensuring that employees both have the right resources and are using the correct equipment? Does your organization ensure that enough people are assigned to the work being carried out? Is everyone getting



adequate training to be carrying out the duties they have been assigned? Resource allocation is critical to managing human factors. We all want to be successful in our work and will often find ways to get the work done with what we have available. Actively managing resources helps reduce the stress of having to figure out how to accomplish the job with whatever you can figure out, and helps to provide a more consistent, and likely safer outcome.

### Norms

Operational norms are a natural occurrence that can slowly shift our daily routine away from the way things are intended be done, to the way that seems to make things work perhaps more easily. This can be especially true if we do not have the bandwidth to ensure that operations are monitored and that norms are identified and corrected when we may be scrambling to get the work done with the resources we may have available. As always, however, operational norms, because of their organic development often do not have the value of assessing the risk of doing the work differently than how policies and procedures would normally dictate. This means that there can be a very high level of risk involved in an operational norm that can lead to serious consequences. Does your organization have an active and effective quality assurance program? Does the organization identify trends and norms and correct them? Knowing there is an issue is the first step to fixing the problem of operational norms. It's key to ensure that we are supervising and identifying issues so that we can address them before they lead to issues.

As we stated in our previous newsletter, safety is not an accident, but an intentional process of identifying issues and taking action, proactively managing risk. We encourage you to always be looking for opportunities to improve safety. We can never prevent all mistakes, but we absolutely can choose to be proactive and aware of the risks in our respective operations to make sure we are doing all we can to manage risk and make the airport community a safer place for everyone to work.

### Fall Driving

By Alicia Waterton

Change of seasons is here. Fall has arrived and so has the wet weather. Here are few reminders to stay safe on roads:

- Rain, fog, frost and even sun glare are just few driving hazards you will encounter this fall
- Give yourself extra time to get to your destination
- Daylight is decreasing, which means visibility is reduced
- Vehicle needs longer distance to stop in wet conditions
- Slow down and maintain safe distance between vehicles
- Always, wear your seatbelts!

## 2021 FOD Walk

By Alicia Waterton

Thank you for joining us this year for the 27<sup>th</sup> Annual FOD Walk! We had over 100 people register and participate. We appreciate your commitment to safety!

## PLB Doors Left Open.

By Alicia Waterton



**Year to date we had 152 reports of PLB doors being left open.** During the summer we have seen an increase of doors left opened and unattended. Leaving the doors unsecured, presents a possibility of serious injury or fall. When there is no aircraft present at gate, the **PLB DOORS MUST BE CLOSED.** This responsibility belongs to all of

us, especially the last person working on the bridge to close the door when they depart the area.

## Safety Assurance Specialist Pilot Program. A Success Story!

By Juan Martell



**Marcos Elias**  
 Full Employee Screener  
 AV/Security  
 Nov-20 – Jun-21  
 40HR



**Chrissy O'Brien**  
 Traffic Support Specialist  
 POSPD  
 Dec-21 – May-21  
 40HR



**Girmay Worku**  
 Full Employee Screener  
 AV/Security  
 Jun-21 – Sep-21  
 40HR



**Nathaniel Davis**  
 Constr Support Specialist  
 AV/Security  
 Jun21-Sep21  
 40HR



**Ghulam Mohmand**  
 Airport Customer Service Rep  
 Customer Care  
 Jun-21 – Sep-21  
 8HR

Back in September 2020 our SMS team had a strategic planning meeting and while there we dreamt of the possibility of adding a field position to help us collect data far in the future. As you know FTEs are not easy to come by and you must rightfully justify the need. As I walked back to my desk, I saw in the AOB elevator monitor an advertising for a new “PortAbility” program.

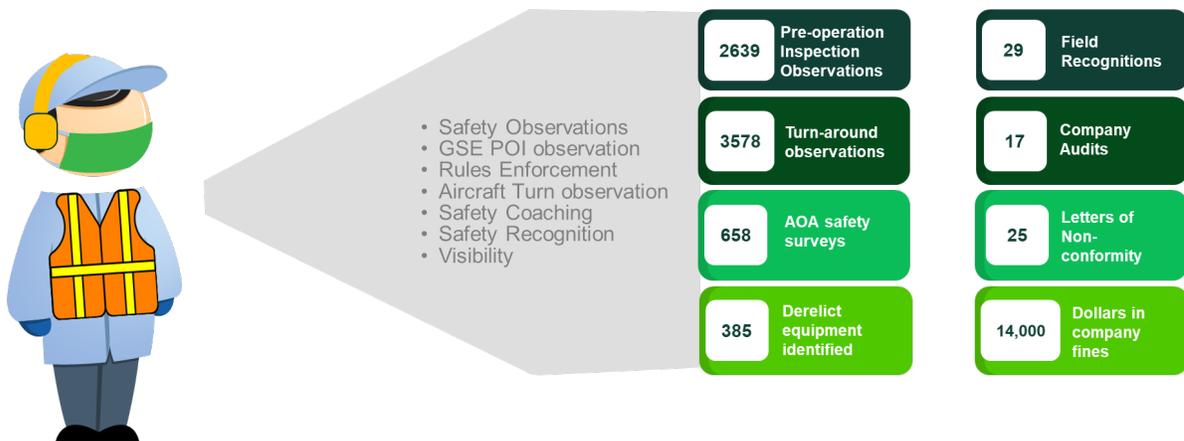
After completing the process, I was able to secure Marcos Elias from Airport Security. Marcos and I got to developing the program. Chrissy joined soon after and they conducted pre-operation inspection (POI) and turn-around observations. They found plenty of non-conformities that I communicated to the airlines and ground service providers for them to address. We then developed more safety audits, found more non-conformities, and communicated them with the tenants.

As Marcos and Chrissy ended their tour, we had Girmay, Nathaniel and Ghulam take their turn. We continued to improve and refine our processes and aim for a smoother process of communication with the companies in the air operations area (AOA). After 12 months our pilot program has come to an end. I want to take a moment to thank Marcos, Chrissy, Girmay, Nate and Ghulam for their hard work and their managers for sharing them with us.

I truly believe that they made a difference in the operation of equipment and aircraft out there. The fact that we are in our second year of our incident rate being under the goal should be a good indicator of that fact. If you see them out there, please be sure to say thanks!

Here are the numbers:

**Safety Assurance Specialist - A success story!**  
 Meeting our “Reasonable Surveillance” and oversight responsibilities

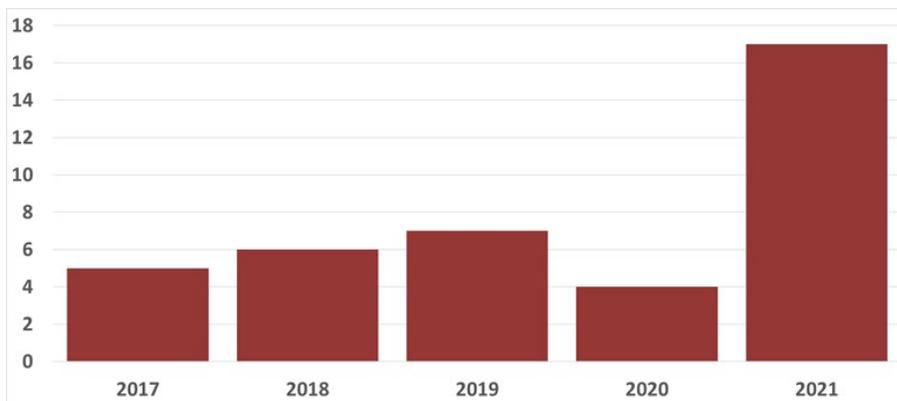


## Wildlife....

By Mikki Viehoever and Steve Osmek

### Airport Wildlife Hazard Management

As we approach the end of the 3<sup>rd</sup> quarter, 2021 is proving to be an exceptional year with respect to the high number of aircraft-wildlife strikes at SEA. The three most hazardous species struck at SEA make up over 70% of the calculated risk and are the Red-tailed Hawk, Glaucous-winged Gull and European Starling. A five year comparison of strikes with these species for January through September YTD illustrates this increase.



While improved bird strike reporting for one airline may explain one reason for a higher than normal number of strikes this year, we also know the number of Red-tailed Hawks around SEA is also higher than normal. Year to date we have already captured and relocated to NW Washington over 30 Red-tailed Hawks which is about the same as we do for an entire year. To address these escalating strikes, SEA is immediately adding additional contracted support services to supplement our wildlife staff and increasing our raptor strike avoidance services. Additionally, our Airfield Operations Supervisors and Duty Manager teams are increasing their patrols and control efforts.

One positive finding is that no waterfowl are known to have been struck this year at SEA. This large flocking group of birds is of major concern nationwide to the aviation industry because frequently strikes result in multiple collisions with large birds.

Thank you all again for submitting your strike reports to the Port of Seattle (206.787.SAFE, option 4 for more kits and pick up) and/or the National Wildlife Strike Database ([www.wildlife.faa.gov/home](http://www.wildlife.faa.gov/home)).



## Recognitions for The Quarter...

By Juan Martell

WFS	9/3/2021 19:02	Today I met Alkayali Thulfiqar from WFS Maintenance he was a very helpful, cooperative and a kind person. He appreciated what we do and helped me complete 9 baggage tractors inspections. I want to thank him for his support and kindness I highly recommend recognizing this individual.
Southwest Airlines	8/26/2021 16:40	This is the second time I interact with Jeff from Southwest Airlines and he has been a very helpful, very cooperative and a kind person. He tells me he's moving to California and I believe his departure will be a loss to Sea-Tac. I want to thank him for his support and I highly recommend recognizing this individual.
Delta Air Lines	8/19/2021 16:13	I met a Delta Manager today. Her name is Danira Collazo and she is a very kind and cooperative leader. She helped me conduct 10 Baggage tractor inspections and I want to thank her for her support in what we are doing at SMS.
United Airlines	8/19/2021 15:03	I stopped by United today to do an inspection. I met supervisor Kenneth Rodgers. He is a very kind and cooperative leader who helped me complete 5 more baggage tractor observations. He told me that he appreciates what we do, and he promised to help any time. I highly recommend him for recognition and gave him a coffee card today.
FedEx	8/18/2021 15:30	FedEx team leader Bookless Alexander. He was a very cooperative and polite person. I asked to inspect their baggage tractors and he helped me inspect 6 tugs. He was very nice and kind. I strongly recommend him to be recognized for his support of the safety program.
DGS	8/17/2021 15:00	I want to recognize Eduardo for stopping his van to pick up a rope (FOD) from the VSR. Thank you, Eduardo, for being proactive at keeping our airport FOD free.
American Airlines	8/6/2021 8:27	Every time we do an inspection of American Airlines, it is very hard to find an employee. Today, we went three times, finally at the last one, we saw an American Airlines employee, Mohamed Jaylaani, who was very cooperative and polite. We kindly asked him, if he could help us with the observation of their tractors and he helped us with open heart, he was very appreciative of our work. He helped us with four inspections. Me and Girmay would strongly recommend him to be recognized by us and American airlines. Thank you.
Horizon Airlines	7/27/2021 10:37	When aircraft N403SY was entering the gate Q8, Wesley Kuboi was at the air stairs standing by. There were vehicles in the roadway blocking the aircraft from coming in because of a plane being towed in at the next gate over at Q10. Once the vehicles started to move the

		marshal started giving the aircraft the go-ahead signal, that's when Wesley noticed that those vehicles were still in the way on the edge due to slow movement of the vehicles and motioned with his hands the stop hand signal to the marshal which was quickly given to the aircraft via wands by the marshal. Because of Mr. Kuboi's quick thinking and initiative he kept his crew, aircraft, and airport patrons safe.
McGee Air Services	7/1/2021 7:14	As aircraft was coming around the N-gates, Carl started going out to the service road to start blocking traffic and perform his normal wing walking duties. He noticed that the ramp crew inside the gate were in a circle talking to each other and distracted; Carl proceeded to the parking line inside the gate and held up the Stop hand signal to the pilot of the aircraft to not enter the gate while the crew mustered into position. Once everyone was in position he moved back to the outside and the aircraft was able to come in as normal. Thanks to Carl's initiative drivers were stopped from cutting off the aircraft and having the aircraft make a sudden stop at the gate.
McGee Air Services	6/28/2021 8:40	Agent was wing walking and stopped traffic by throwing up an X prior to aircraft towing out of gate. Was safe and professional with his duties.

FOR IMMEDIATE NOTIFICATION, DISTRIBUTION & COMMUNICATION.

Please forward to ALL Airport Staff.

Any questions contact [SMSSpecialist@portseattle.org](mailto:SMSSpecialist@portseattle.org) or call 206.787.SAFE

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