

PACDEFF 2019

RCAT SUPPORT COACHING

Facilitating an earlier return to
Operational Duties following an
“Operational Deviation.”

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Air Traffic Controller

HF Course Designer and Facilitator

AIRWAYS

making your world possible

Disclaimer

The following slides are intended to set a scene

Actions described are indicative of various situations that may occur rather than representations of actual processes carried out

In reality, situations are assessed and processes determined on a case-by-case basis and are unique to that particular set of circumstances

Any resemblance to any actual situation is coincidental

The scene will represent a bad day for an Air Traffic controller and the following week or two

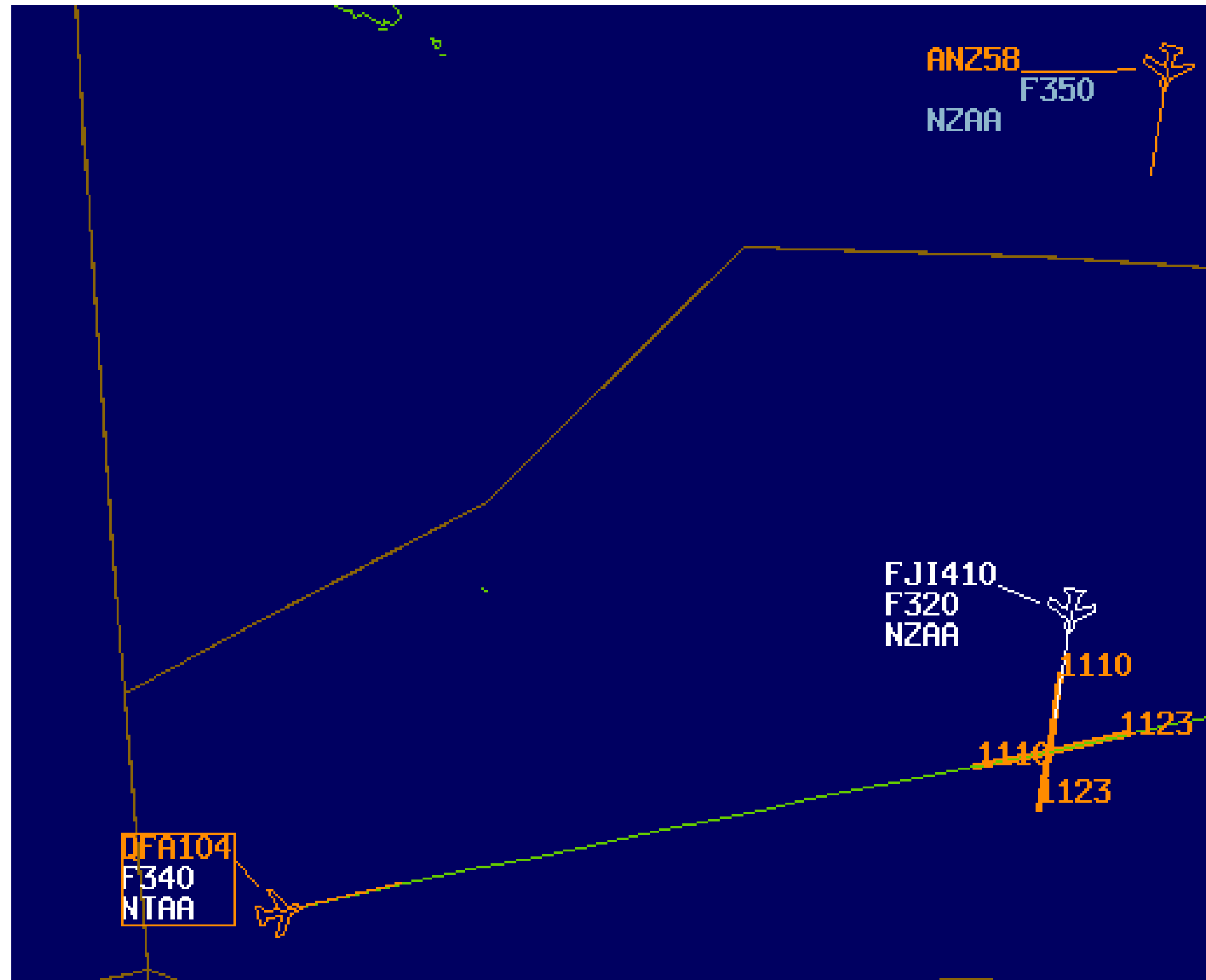
No pilots or airlines will be harmed in any way



STCA, TCAS Event or Oceanic Conflict Report

AIRWAYS

The vast majority of alerts allow enough time to resolve them.



BUT

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STCA, TCAS Event or Oceanic Conflict Report

AIRWAYS

Occasionally indicate that a loss has already occurred

CONFLICT SUMMARY							
Override				Help			
Intruder	Att	Active	Att	Ovrd	Type	StartTime	EndTime
QFA66	-	ANZ201	-		>>X	1006	1217

Conflict Report			
same direction		REQUIRED 15 minutes (50 nm) 1000 ft	
intersecting			
0.00 degrees			
LOS	NOW	ACTUAL	4 min 51 sec (0 nm) 0 ft

Pilots, controllers and other frontline aviation professionals will recognise.....



Immediate Response Actions

» But of course this is not an option

» Determine options and implement situation recovery

Warning: Controller experiencing Impaired Operation.

What happened?

Who screwed up?

How did that happen?

How do I fix it?

Who made the error?

Are my fixes working?

Start Triple checking all actions.....

I think it was my fault!!

Beating oneself begins.....

» Arrange to be relieved

But keep working until relief is arranged.....

» Log events and maybe file formal report



What happens next?

» Probable stand down pending investigation outcome

To protect everyone, especially the controller

Is never punitive but

Self beating continues.....

» Investigation confirms controller contribution

I must predict future conflicts

I didn't

I am supposed to maintain separation standards

I failed

I'm supposed to be a professional

But I've let myself, my team and my profession down

Self beating continues.....and maybe intensifies



What is the situation now?

» Management

What influenced the controller in this situation?

Is this a 'flash in the pan' or are there deeper issues?

Is a period of Simulator training and practice appropriate?

Do we need a formal performance assessment at the end of a training period?

How can we regain confidence in the controller and allow a return to normal duties?



» Controller

Embarrassed

Isolated

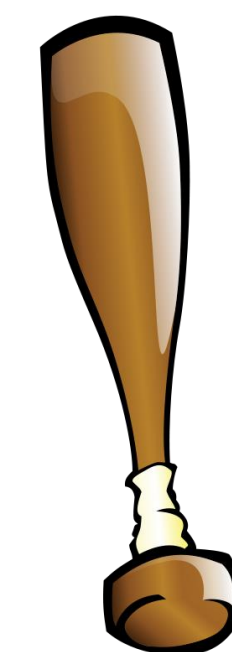
In limbo

Fearing possible futures

Fearing loss of competency

Underconfident about controlling ability

Apprehensive about returning to operational duties



Next Steps

» Normal Investigation Processes establish

- Sequence of contributing events
- Threats, errors and undesired states
- Appropriateness of controller actions
- Situation recovery actions if appropriate
- Adequacy of procedures and documentation
- Recommendations to prevent a recurrence

» But make little or no mention of methods or processes to restore

- Management confidence in the controller's readiness to return to normal duties
- Controller's confidence in their own abilities and readiness to return to normal duties



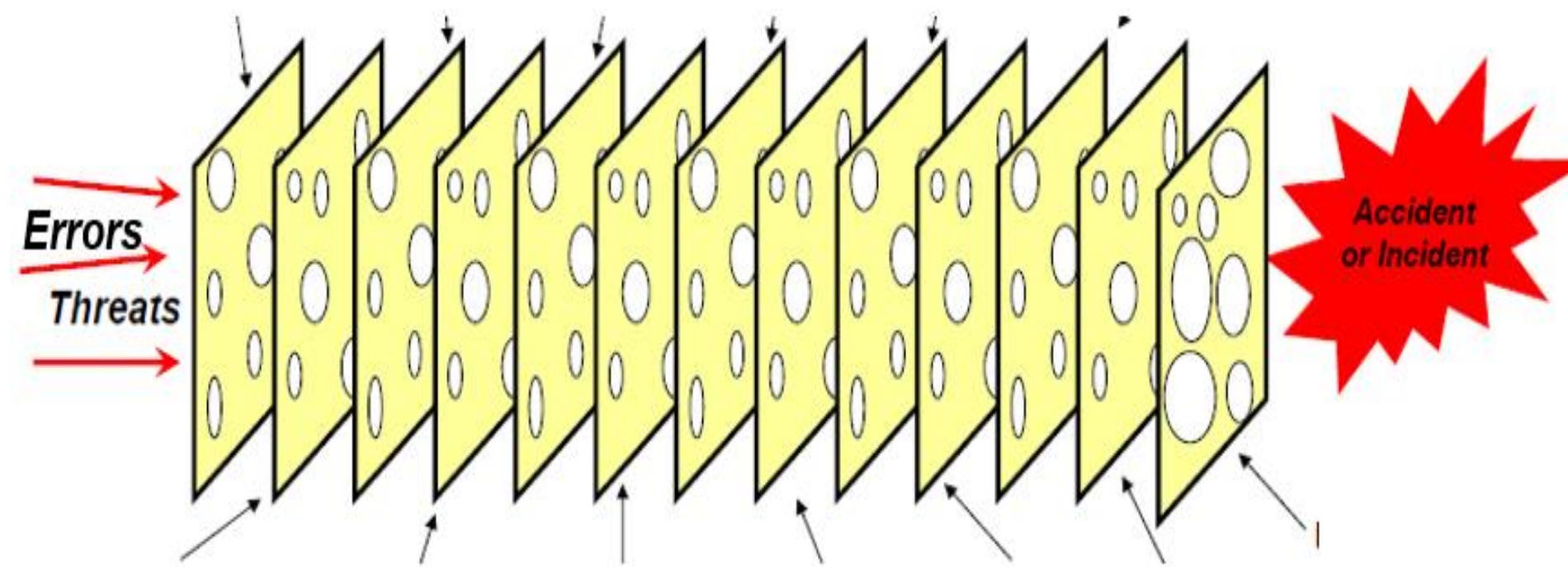
RCAT Support Coaching within Airways NZ has successfully achieved both of these aims for more than two years

What is RCAT Support Coaching?

» A confidential, one-on-one guided debrief of the occurrence, conducted by trained RCAT Support Coaches

Prof Reason's Threat and Error Management Model

Peter Trono's Root Cause Analysis Tool- RCAT©



» Peter Trono

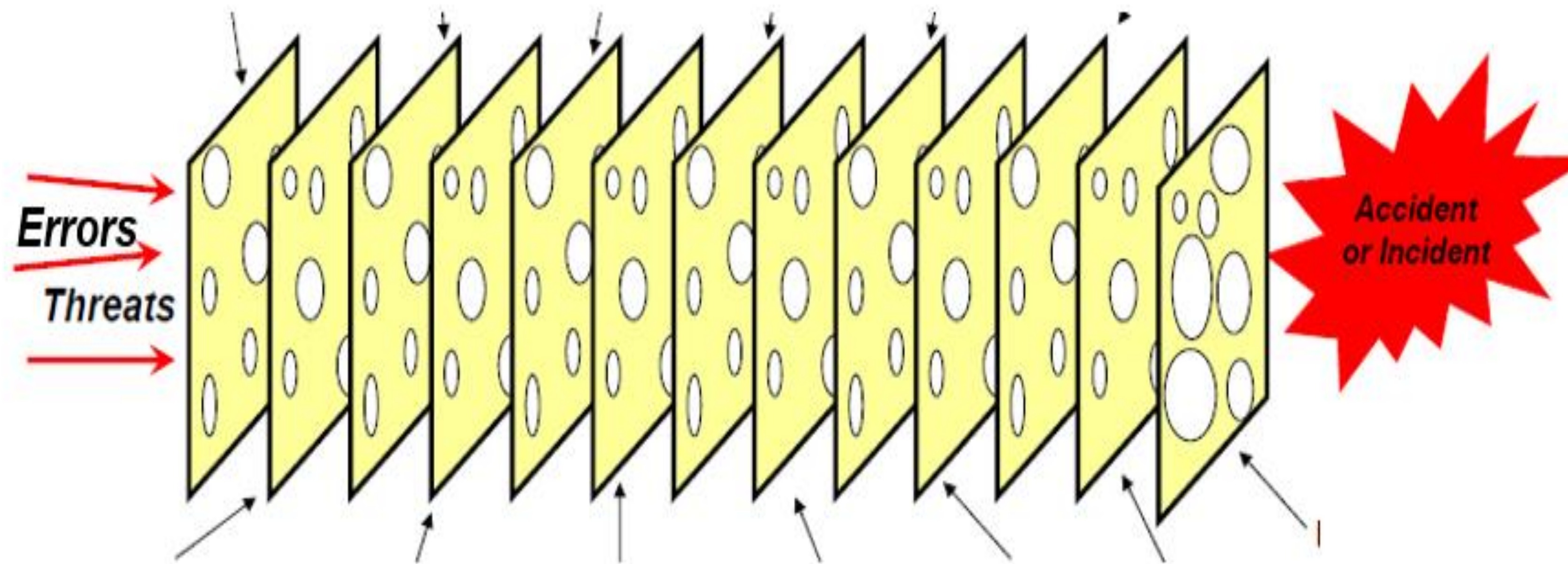
www.atcconsulting.org

» The in depth TEM and RCAT analysis equips controller with tools to recognise and effectively manage similar future occurrences

» Restores controller's confidence and prepares them for a return to the workforce

» Restores management's confidence that the controller is fit to return to operational duties

What is the TEM Model?



What is the RCAT?

» A Root Cause Analysis toolkit

Taught to all ATS staff during HF training in 2013 2014

» Equips users with tools to analyse any event by considering

Their EPD at the time

Their EF

Their EM

The TC

TC and E

DP

I and D

A

R and F

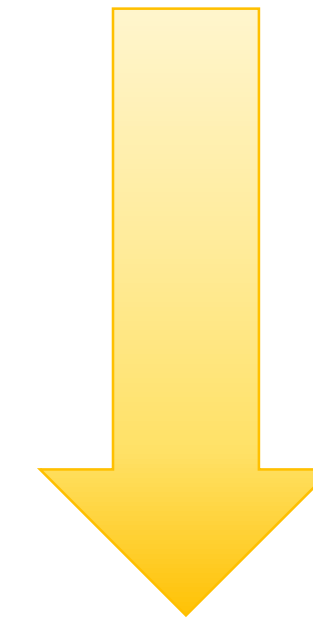
TBA

Knowing



Understanding

What When



How Why

To understand failure look at why people's actions made sense at the time.

Prof P Salmon (2019)

RCAT Support Coach Training

AIRWAYS

» All chosen coaches are very skilled in teaching TEM and RCAT use

HF Course Developers and Facilitators

Operational Performance Coaches

» Experienced External Trainers

» Learnings

Activation Process

Session Preparation

Managing our own reactions

Advanced Interview techniques

Action Planning

Follow up and follow through

Peer Support and defusing



And many practice interviews.

MANY! Practice interviews!

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Session preparation

» Initial preparation after formal activation

Checklists, worksheets, toolkit and self care preparation

Explanatory email to controller

Confirm rostering

Book replay suite and brief operator

Arrange briefing room, preferably off site

Collect relevant data

Analyse and understand the occurrence

Discuss return to work process with the Manager

Arrange defusing session with another coach

Preparation				
Interview Planning Checklist Items	Yes	No	Not Required	Comments
Has an agenda for the interview been developed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Have the objectives and goals been identified for the meeting?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Has past performance interview information been obtained?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Has performance information for the employee been collected from all applicable sources?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Have the agenda, objective, goals, etc., for the performance interview been communicated to the employee?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the structure of the interview focus on job performance, not personal characteristics?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Does the structure of the interview take into consideration the employee's job description and/or the employee's service description?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Have the interview time and place been communicated to all parties involved?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the location of the interview a positive environment to help the employee feel at ease?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the time of the interview convenient for all parties involved?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is there ample time allotted for the interview to ensure that all agenda items can be sufficiently discussed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Conducting the debrief session

» Coaching day

Final preparation

Meet mid morning at neutral location – Coffee shop ☺

Relocate

Conduct the session – build work toolkits

Explain possible return to work scenarios

Gain agreement to catch up after a few days

Celebrate the ending of self flagellation

Gain approval to share valuable learnings .. or .. not



» Admin

Advise Manager that the Coaching Session has been satisfactorily completed

Share learnings if allowed

Destroy checklists, notes, TEM worksheets, transcripts, reports and delete electronic copies

File a brief non-specific report in a secure shared area for other Coaches to review

Take time to relax and recover

Reasons for success

- » Conducted by peers
- » 100% for the controller – the only goal is an early, prepared and confident return of the controller to the workplace
- » Independent of any other formal investigation or management process
- » Totally confidential - but
- » Totally supported by Operational Managers, Safety Managers and Investigation Teams



Manager's perspective

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» Mark Stretch

RCAT Support Coach Activator

“PULSE” HF Course Sponsor and Development Overseer



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ANY
QUESTIONS?

Thank You

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