



Operational Learning For Safety and Performance Improvement

Pete McCarthy – Head of Group Human Factors
Cathay Pacific Airways

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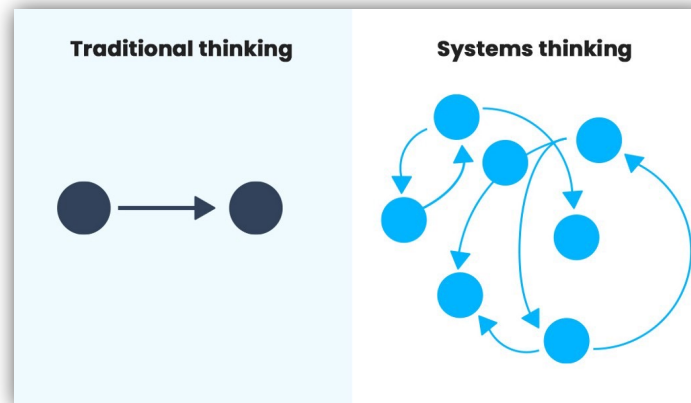
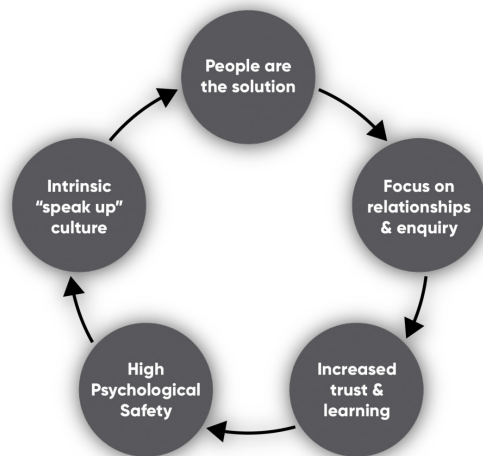
Pete McCarthy - Head of Group Human Factors - Cathay Pacific Airways



APPLYING 'NEW VIEW' SAFETY THINKING



Progressive Safety Leadership Approach



optimise system performance and human wellbeing

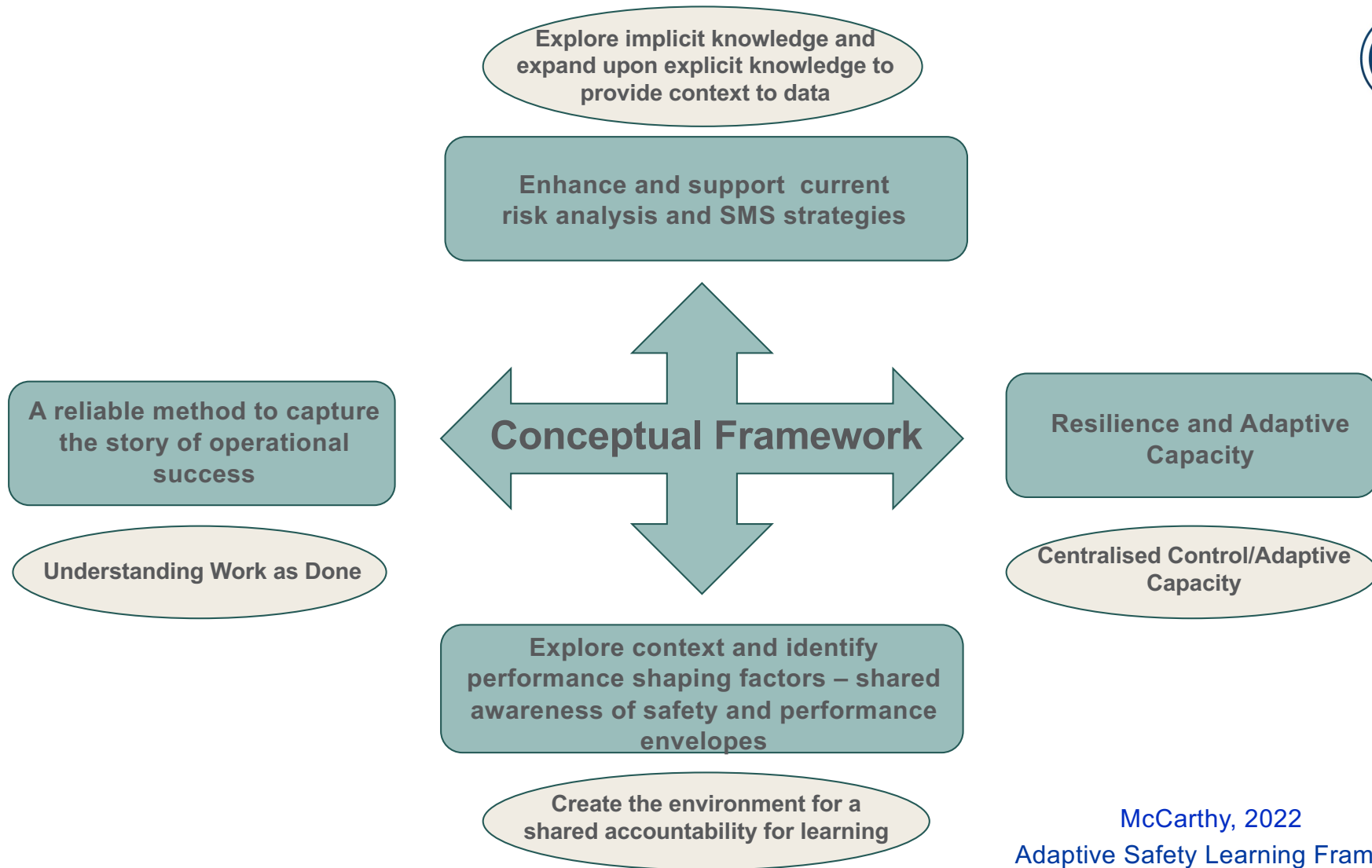
Images: New View, Dekker, Conklin – Work As Done – Steven Shorrock

FOUNDATIONS

OF THE



OLR





Takes a systems approach with learning and improvement as the sole objectives

Designed to help understand why it made sense for people to do what they did

Helps us understand normal work

Identifies where work went well and why

Allows learning from all operations



WHAT IS AN OLR?

KEY PRINCIPLES



ASSUMPTIONS

Learning for safety is the goal!

Management style includes centralised control
balanced with guided adaptability!



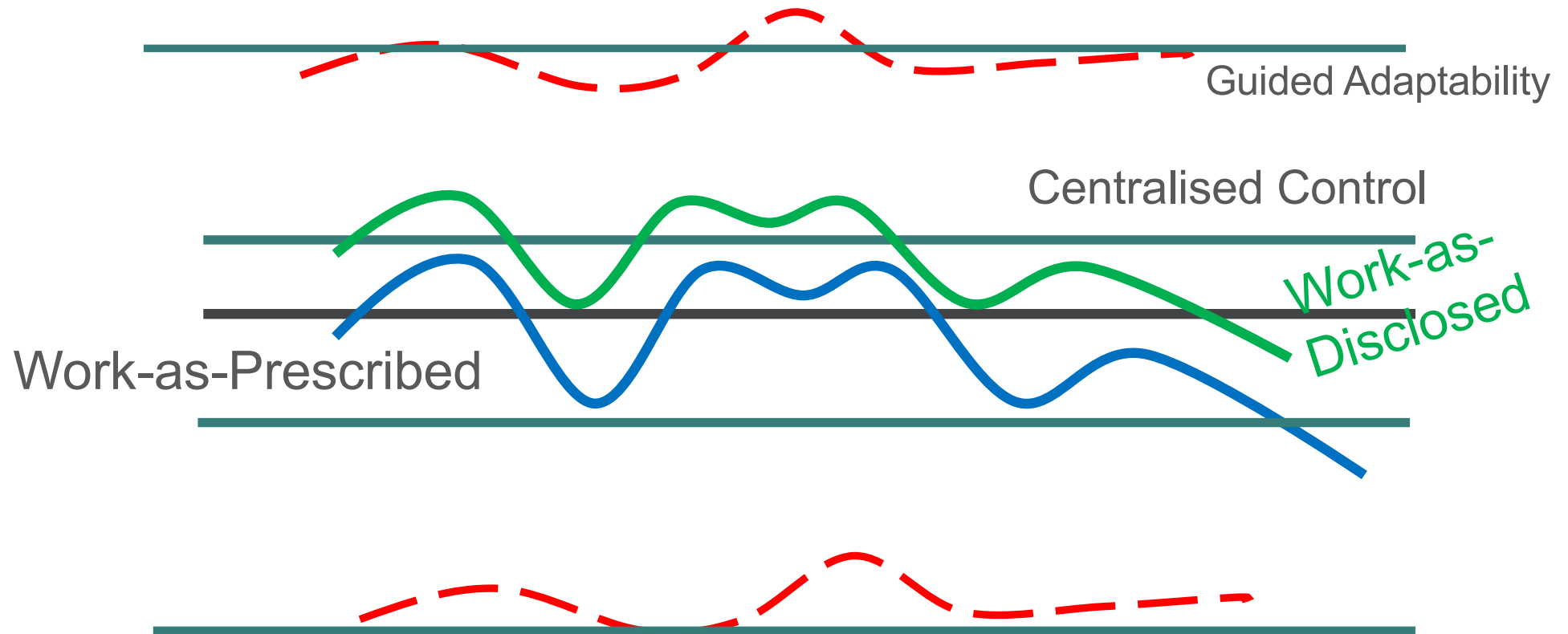
ASSUMPTIONS

We expect our Captains to:	We expect our Captains to:
Have knowledge of prescriptive policy.	Apply rules to situations and adapt rules as needed.
Comply with instruction.	Know how to improvise to meet operational goals.
Know basic rules, regulations, policy and procedure.	Use complex adaptive problem solving or critical thinking skills to achieve results.
Know and follow the plan.	Use intuition to know when to change the plan
The basic goal is to control actions and limit decisions.	The basic goal is to facilitate empowerment.

(comparison of expectations, novice to expert (adapted from Pupillidy 2005))

PERFORMANCE VARIABILITY

Centralised Control – Guided Adaptability





IN

PRACTICE

THE OLR APPROACH

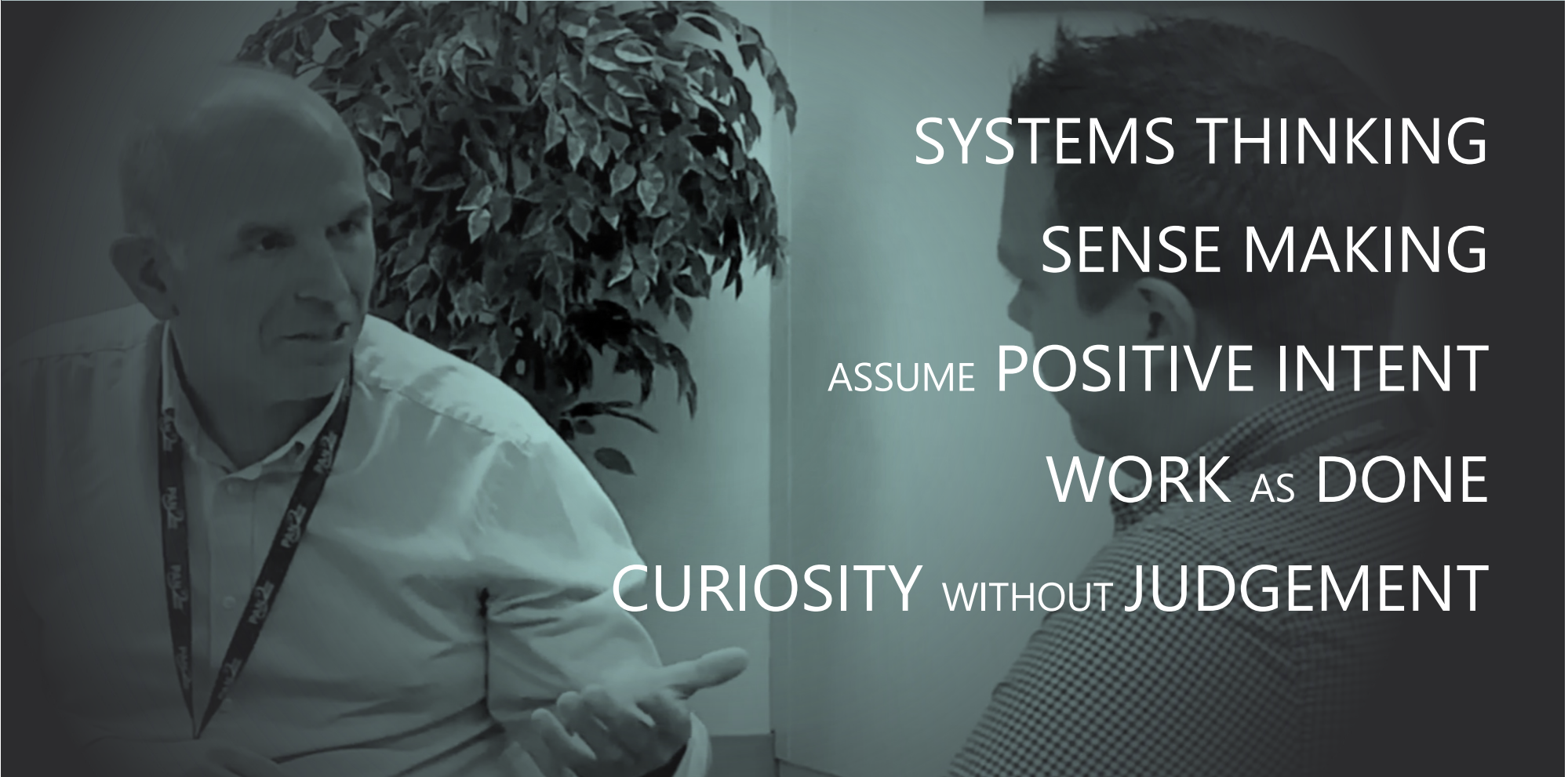
SYSTEMS THINKING

SENSE MAKING

ASSUME POSITIVE INTENT

WORK AS DONE

CURIOSITY WITHOUT JUDGEMENT



CAPTURING THE OLR

Context

Sequence of events

Performance Shaping
Factors

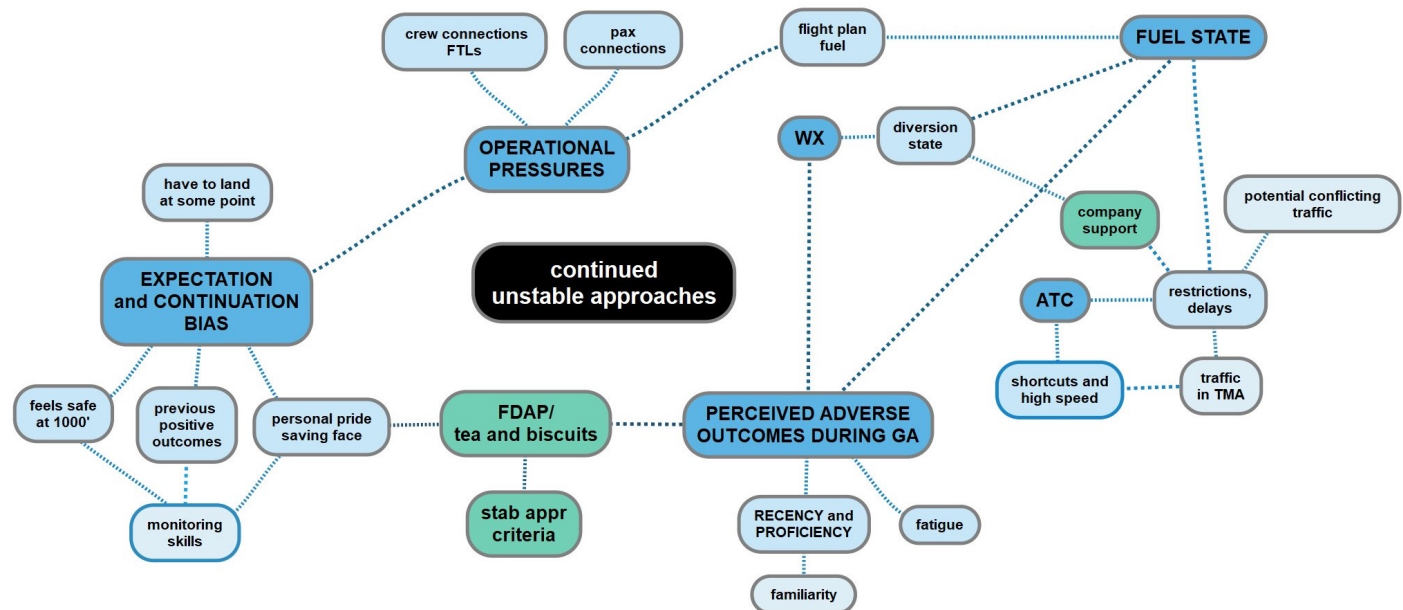
Protective factors

Learning

→ system

→ individual(s)

Recommendations



USES OF THE OLR



USES OF THE OLR



USES OF THE OLR



USES OF THE OLR



USES OF THE OLR



USES OF THE OLR



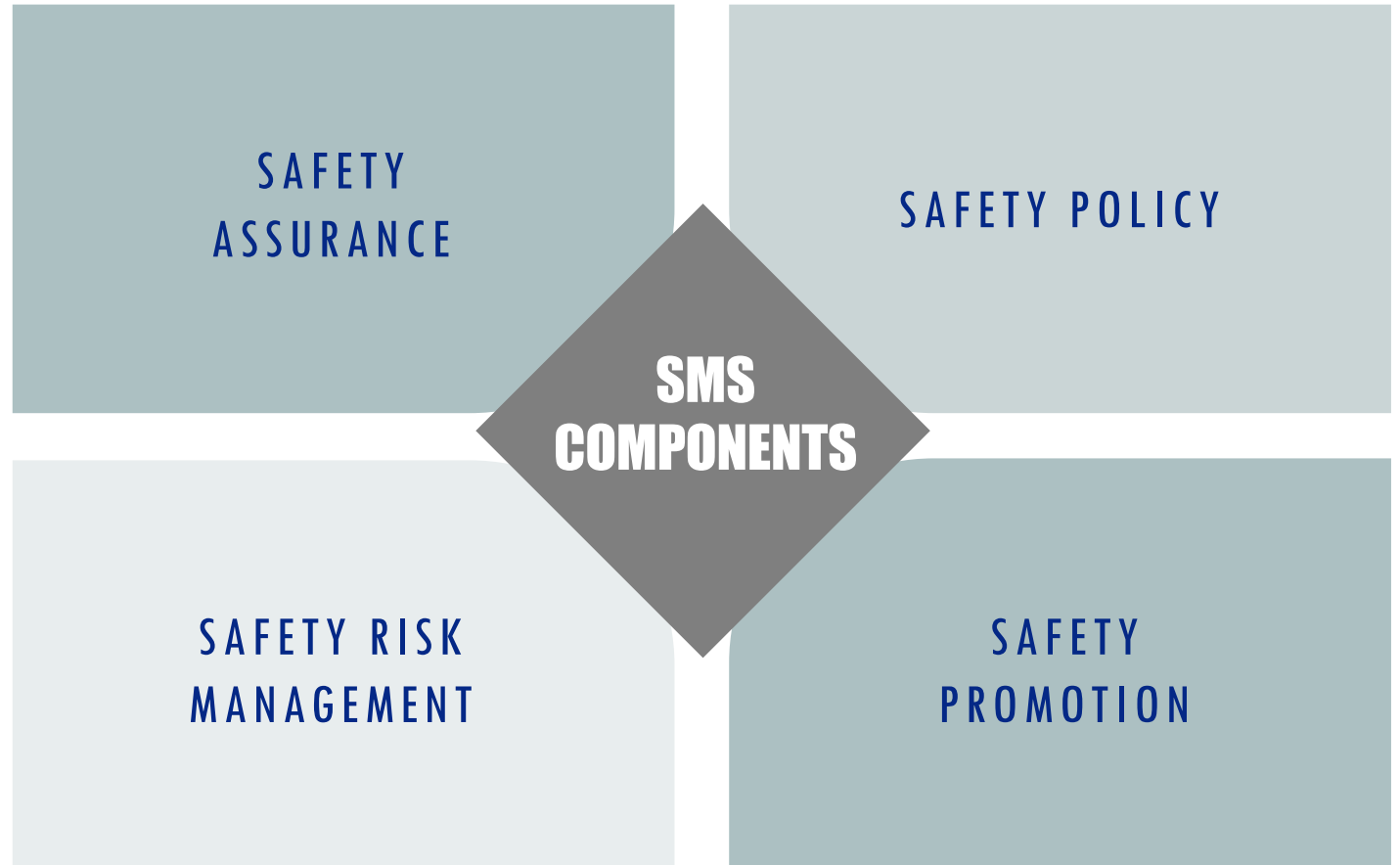
USES OF THE OLR



USES OF THE OLR



SMS INTEGRATION



(adapted from FAA 2021)

SAFETY ASSURANCE

Adaptive Safety Intelligence Review



BENEFITS OF THE OLR



Better safety improvements identified (system and individual)

Positive change in safety climate from OLR experiences

People see that someone is listening to them – opportunity to tell story and improve the system

Generates safety conversations

A much better understanding of work-as-done, finding out things we would never have otherwise known

Aviation Safety – The Presence of



Resilience and Adaptive Capacity



Questions?

Pete McCarthy – Head of Group Human Factors



RESOURCES



[Events](#) [Past Events](#) [Contact](#) [Feedback](#)



The Operational Learning Review

BALPA Flight Safety spoke to the Cathay Pacific Safety Team about the OLR process that has enabled the team to capture safety-related data in a far more contextualised way to give improved decision making support to the operational management of the airline.

We are going to let the video do the talking for us on this one.



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