

An introduction to

# HUMAN FACTORS

## AVIATION OPERATIONS RESUMPTION AFTER THE COVID-19 CRISIS



Produced by the JIG HSSE Committee

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## HUMAN FACTORS

# Introduction

There are twelve common causes, or *Human Factors*, that contribute to human error:

1. Lack of Communication
2. Complacency
3. Lack of knowledge
4. Distraction
5. Lack of teamwork
6. Being tired (Fatigue)
7. Lack of resources
8. Pressure
9. Lack of assertiveness
10. Stress
11. Lack of awareness
12. Norms (Convention, Standards)

For each of these causes, we can simple work practices known as *Safety Nets* to understand common errors and prevent them from having tragic consequences.



# Introduction

Human error is both universal and unavoidable.

- Covid-19 has caused huge changes - both societal and economic
- Aviation has been one of the most affected Industries
- The return to normality should be planned as carefully as the previous reduction in activities e.g.
  - Gradual Return to normal activity
  - Different and/or increasing activity levels
  - Long term changes brought about by the pandemic- e.g. social distancing, Hygiene issues, etc.
  - Changed or reduced staffing levels
  - Procedural changes
  - Changes to Staff responsibilities
  - Long term effects on people – Mental wellbeing, e.g. anxiety

*This toolbox contains some of the good practices related to Human Factors that have been used by JIG members as they returned their operations to normal.*



# **HUMAN FACTORS could be an additional risk as you return to work after a period of inactivity caused by COVID-19**

HERE ARE SOME EXAMPLES SHARED BY JIG MEMBERS



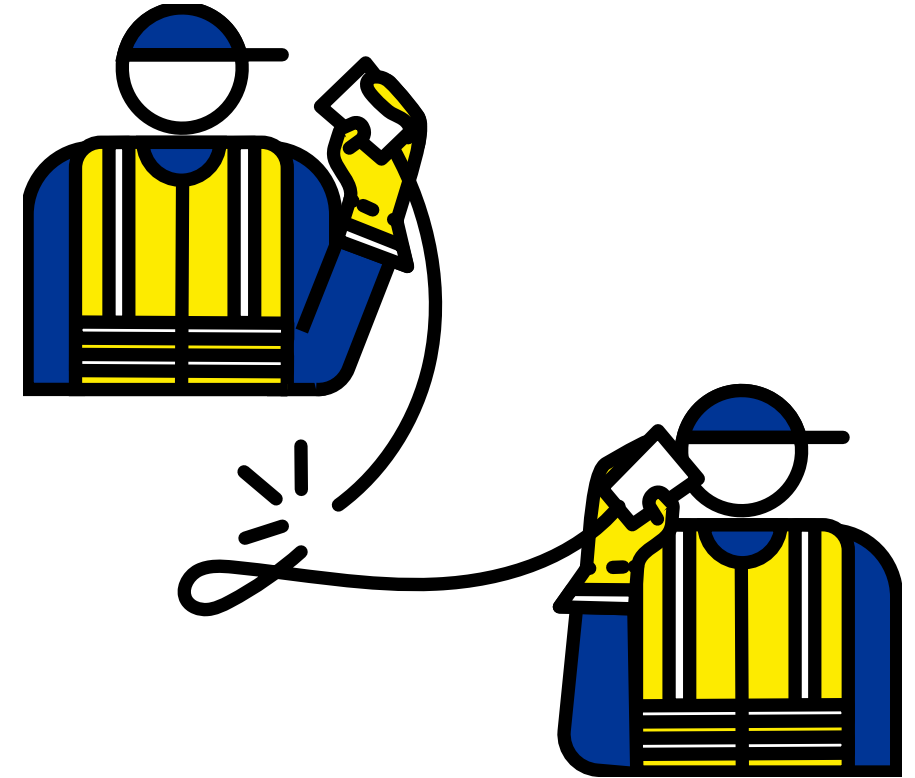
# 1. Lack of Communication

## Contributing Factors

- Are people aware of, and briefed on new procedures?
- How will communication to, and within teams change due to Covid-19? Are they aware?
- Are suppliers/contractors ready for communication changes?
- Changes to communications with customers- no longer allowed access to aircraft cockpit?
- Absence of supervision – leading to a belief that repercussions are unlikely if rules are not followed?

## Safety Nets

- Supporting new procedures with visual aids – floor markings, signage etc.
- Supporting staff by frequent telecoms, taking feedback on any concerns, ensuring staff returning at later stage are updated prior to restarting, possibly using MoC process
- Clear channels to communicate with managers?
- Clear channels to communicate with suppliers?



## 3. Lack of knowledge

### Contributing Factors

- Training has not been planned and completed in new/changed procedures
- Staff annual and refresher training is not up to date
- Training not followed up by the observations required
- Incomplete training in unfamiliar/infrequent procedures – recommissioning etc.
- No alternative means of providing knowledge in place, e.g. e-training, emails with training material, multiple choices, etc

### Safety Nets

- MOC to identify short/long term changes and long-term impacts
- Sufficient resources allocated for training and supervisory activities
- Prioritization of training according to need



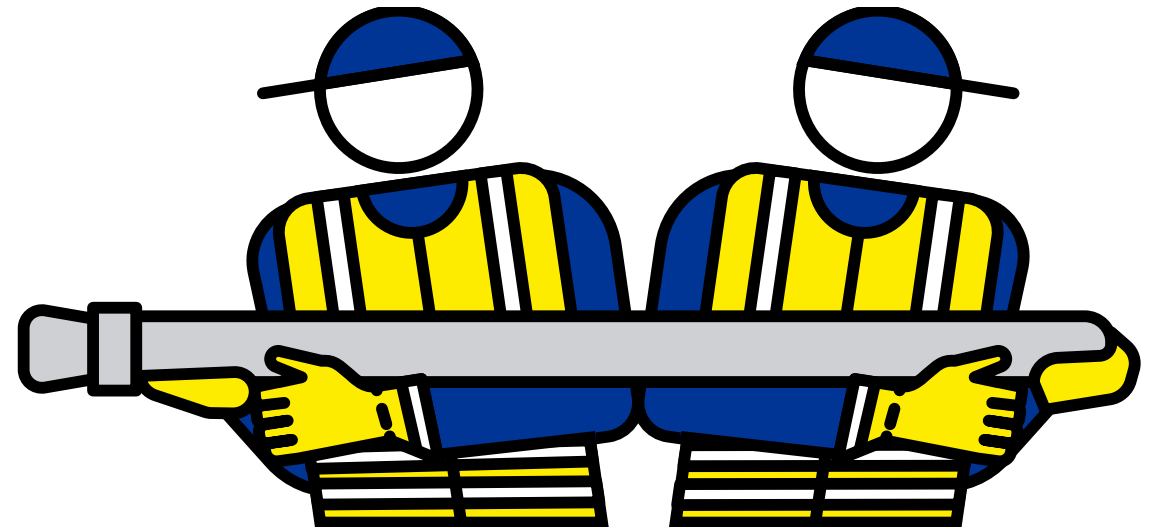
## 5. Lack of teamwork

### Contributing Factors

- Operational changes affecting the way teams work
- Working alone where previously done together
- Working together where previously done alone
- Social distancing and working from home having an impact on teams and teamwork
- Resistance to change

### Safety Nets

- Supporting staff needing teamwork to execute their tasks by increasing communication and information flows
- MOC to effectively identify and manage changes to team working demands



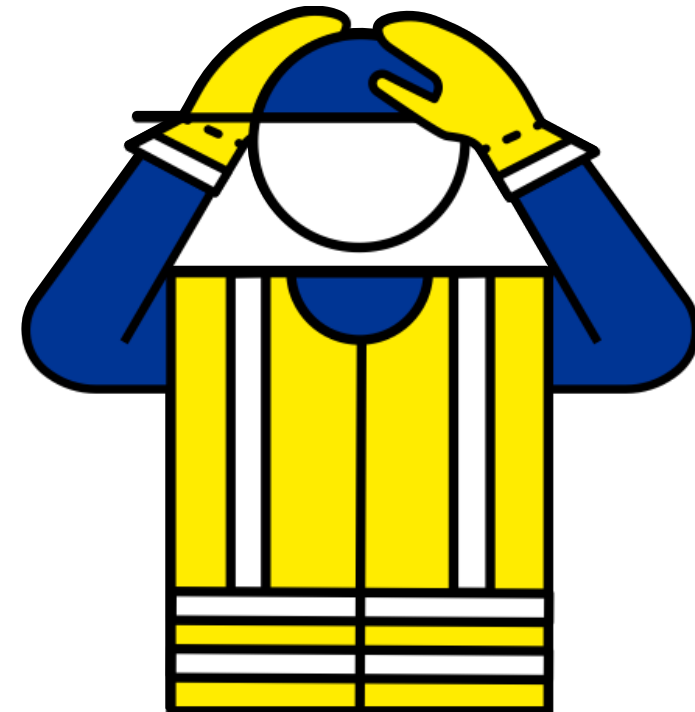
# 10. Stress

## Contributing Factors

- Long-term demands placed on the operator by life's demands
- Illness or loss of family members due to Covid-19
- Financial difficulties due to furlough or reduced hours
- Exposure to the illness reducing physical fitness
- Uncertainty over how to do things, lack of guidance

## Safety Nets

- Making reasonable adjustments to a member of staff's work to alleviate stress and anxiety
- Performing a Covid-19 risk assessment, involving staff and sharing the results
- Providing clear channels to communicate concerns or anxieties to managers





# Human Factors

Are you ready to support your staff?

## HUMAN FACTORS



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- 8 Pressure
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All of these can affect your work

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# THANK YOU

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