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1. MESSAGE FROM THE EDITOR

It is with a very heavy heart that we report the deaths of Col Des Barker and Col Rama Iyer in an aircraft accident on Wednesday 16th March 2021 at Swartkops. Both were very well known to us and will be sorely missed. Our thoughts are with their families at this very sad time.

As if we have not got enough to deal with in terms of COVID-19 and its variants now poor old Africa has to deal with yet another devastating killer.

Another virus is threatening to undermine further the rebound of international travel and the airline industry. There are currently outbreaks of Ebola in both the Democratic Republic of the Congo (DRC) and the Republic of Guinea. It is a small outbreak. But it is enough to catch the eye of the Centres for Disease Control and Prevention (CDC). From Thursday, March 4, the CDC require airlines and airline operators to start collecting contact information from passengers arriving from either country.

Vivienne

2. A SMALL MATTER OF KNOWLEDGE

In view of the large number of GA accidents and serious incidents in the last couple of months I feel it appropriate to include that the following extract from the SACAA's presentation on General Aviation Safety Strategy (GASS).

Although certain sectors have welcomed the approach taken in crafting this Strategy, questions are being raised about the necessity and long-term viability of the GASS. Internally, the main question seems to be whether the roles and responsibilities of internal departments within the SACAA would be usurped or duplicated. The simple answer is "no". Every function within the Authority in its own right, either directly or indirectly, contributes to overall aviation safety.

The GASS is aimed at facilitating and co-ordinating efforts to help pilots better understand and cope with the circumstances leading to accidents and the tragic, often unnecessary loss of life. The various Focus Groups (FGs) will hence comprise participants from various disciplines and areas of speciality, while leaving an open door for members of the private sector and other specialist areas to participate in making a difference. Examples of such interventions include the Accident/ Incident trend prediction Focus Group, which will critically evaluate the latest occurrences to detect overall tendencies and common root causes. Currently the Aviation Accident and Incident Investigations Department (AIID) is doing a sterling job with individual occurrences.

A holistic assessment of accidents with similar root causes may well uncover certain patterns with common remedies, such as the renewed focus on specific aspects of training. General Aviation Safety Strategy December 2020 After nearly two years in the making, the SACAA General Aviation Safety Strategy (GASS) was introduced on 11 September 2020. Since the Strategy is on the verge of implementation, opportunities are available for departments within the SACAA and aviation industry members to participate in accident-reduction initiatives involving General Aviation. GASS Update Keeping you safe in the sky Get involved in improving aviation safety. The basic principle is that instead of being merely reactive, the SACAA needs to be more pre-emptive and predictive in its overall approach to accident-reduction and prevention. At the same time, communicating such newly uncovered tendencies and weaknesses to all participants of the aviation industry, especially pilots, will require rapid and focused communication. The concept of a dedicated publication has therefore evolved, while recognising that in the digital era, 'information overload' is a new factor to consider.

The most lethal tendencies in GA operations will be communicated to pilots during the GA Accident Reduction Seminars (GAARS). A GAARS Focus Group will be composed (please see entry form) to interact with pilots, while presenting realistic scenarios to participants for the maximum educational benefit. Aviators can ill afford being desensitised by the encompassing culture of lawlessness that has also affected civil aviation. Change must be brought about through a mutual concern for life within a general culture of care. Overall, the GASS must succeed. Aviation Safety is not only an ICAO requirement, imposed on the SACAA by the National Department of Transport, but an imperative that deserves the support of every employee and participant. Aviation lives matter. The newly formed GASS Team under leadership of Neil de Lange and the present Focus Groups need both the participation and full support of all role players to meet the overall

aim of reducing aviation accidents. Ultimately, the encompassing societal culture simply must be affected positively by strategies such as the GASS. Change should not only be a by-product, but a personal aim and objective of everyone who can make a difference. Whoever has a direct contribution to make in his or her field of expertise, is encouraged to contribute and participate. Keeping you safe in the sky.

Get involved in improving aviation safety General Aviation Safety Strategy Key contacts LEADER: Neil de Lange 082 884 9303 | delangen@caa.co.za DEVELOP GENERAL AVIATION: Pierre Laubscher 082 899 7385 | laubscherp@caa.co.za GAARS: Johan Lottering 083 451 2674 | lotteringj@caa.co.za SAFETY OUTREACH: Mr Pappie Maja 083 451 2627 | Majap@caa.co.za ACC TRENDS: Erik du Rand 083 451 2617 | durande@caa.co.za DEVOLUTION OF POWER: Subash Devkaran 083 461 6418 | devkarans@caa.co.za
For more information please see the SACAA website.

3. AFRICA'S 2021 HAZARDS, INCIDENTS, ACCIDENTS AND SAFETY OCCURENCES

Source, amongst others, PlaneCrash info.com; News24, Aviation Herald, Flight Safety Information, SACAA, AIN, FSF.

ACCIDENTS INVOLVING FIXED WING AIRCRAFT IN AFRICA DURING 2020				
DATE	A/C TYPE	FATALITIES	LOCATION	
12 Jan 2021	Harbin Y-12-11	4	Irima hill in Tsavo East National Park near Voi, Kenya. Kenya	
13 Jan 2021	Piper Malibu Mirage	0	Empangeni, RSA	
20 Jan 2021	Trike	0	Buffelspoort, RSA	
21 Jan 2021	Air Tractor	1	Bultfontein/Hoopstad, RSA	
26 Jan 2021	Harbin Yunshuji Y-12E	0	Mukinge Mission, Zambia	
04 Feb 2021	Dromader	0	Ermelo, RSA	
21 Feb 2021	Cessna 172 Skyhawk	0	Building in the vicinity of Rand Airport, GP, RSA	
21 Feb 2021	Beechcraft B300 Kingair 350	7	Abuja-Nnamdi Azikiwe International Airport Abuja, Nigeria	
01 Mar 2021	ATR72	0	Ghardaïa Airport, Algeria.	
03 Mar 2021	LET410	10	Pieri, South Sudan	
04 Mar 2021	C182	1	Lions head above Swadini, Mpumalanga, RSA	
17 Mar 2021	Patchen Explorer	2	Swartkops Air Force Base, GP, RS	
ACCIDENTS INVOLVING ROTOR WING AIRCRAFT IN AFRICA DURING 2021				
02 Jan 2021	Eurocopter AS350B3	0	Cape town, WC, RSA	
10 Jan 2021	Alouette II	1	Britz, South Africa	
19 Jan 2021	Bell 206B	1	Ceres, WC, RSA	
20 Jan 2021	RH44 RAV II	0	Wonderboom, GP, RSA	
21 Jan 2021	Bell 430	5	Colenso ,KZN, RSA	
26 Jan 2021	Bell 206	0	Reitz, RSA	
02 Mar 2021	RH22	0	Alldays, RSA	
05 Mar 2021	RH44	1	Xumabee Game Ranch , in the West SandVeld, Botswana	
FIXED WING INCIDENTS AND OCCURENCES IN AFRICA DURING JANUARY & FEBRUARY 2021				
DATE	A/C TYPE	LOCATION	DETAILS	TYPE OF OP
09 Jan 2021	Bombardier CS-300	Cairo, Egypt	A/C was on approach to Cairo in low visibility, low visibility operations were in progress, and was cleared for the ILS approach to runway 05L. While turning final over the Nile river, about 10.5nm from the threshold of runway 05L, the aircraft went through the localizer runway 05L and aligned with runway 05C. ATC detected the false line up and queried the crew that they were cleared for 05L, not 05C. Subsequently ATC instructed the crew to turn left heading 360 and intercept localizer 05L. The crew intercepted localizer 05L and descended reaching 400 feet MSL about 2.6nm before the threshold runway 05L, where the aircraft should have been at 825 feet MSL. The crew subsequently went around, positioned for another approach to runway 05L and landed safely about 15 minutes after the go around.	COM
10 Jan 2021	A319-100	Tunis, Tunisia	A/C was climbing out of Tunis' runway 01 when the crew stopped the climb at 4000 feet due to being unable to retract the landing gear. The aircraft returned to Tunis for a safe landing on runway 01 about 20 minutes after departure.	COM
13 Jan 2021	Embraer ERJ-170	Harare, Zimbabwe	A/C was climbing out of Harare's runway 23 when the aircraft suffered a bird strike. The crew stopped the climb at about FL170 and returned to Harare for a safe landing on runway 05 about 35 minutes after departure.	COM
15 Jan 2021	ATR72-212A	En-route Mauritius to Rodrigues Island	A/C was en-route to Rodrigues Island when the crew decided to return to Mauritius due to some technical problem. The aircraft landed safely back in Mauritius about 30 minutes after departure. Passengers reported there were severe vibrations of the airframe prompting the return to Mauritius.	COM

25 Jan 2021	B737-800	En-route Johannesburg to Durban, RSA	A/C was en-route at FL350 about 140nm southeast of Johannesburg when the crew initiated an emergency descent due to the loss of cabin pressure, the passenger oxygen masks were released. The aircraft continued to Durban for a safe landing on runway 24 about 35 minutes after leaving FL350.	COM
06 Feb 2021	B737-300F	N'Djili Airport, DRC	A/C was climbing out of N'Djili Airport when the left-hand engine (CFM56) failed and needed to be shut down. The aircraft returned to N'Djili Airport for a safe landing.	COM
16 Feb 2021	B737	Muritala Muhammed Airport, Lagos	A/C had a tyre burst after landing on runway 18 R. Federal Airports Authority of Nigeria, FAAN, to close the runway for flight operations.	COM
26 Feb 2021	B737	Quelimane, Mozambique	RWY overrun in the vicinity of the THR of 36. No injuries.	COM
03 Mar 2021	Hawker 4000	Plettenberg Bay, WC, RSa	RWY excursion	PVT
09 Mar 2021	A300-600	Tunis-Carthage Airport, Tunisia	A/C departed and then returned from airborne due to a technical problem,	COM

ROTOR WING INCIDENTS AND OCCURRENCES IN JANUARY & FEBRUARY 2021

DATE	A/C TYPE	LOCATION	DETAILS	TYPE OF OP
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Sadly we are unable to confirm the accidents and incidents at this time which involve aircraft of SA ownership/operation and which have occurred on the continent as no stats have been issued on the SACAA web site despite several requests.

AERODROME HAZARDS

Bamako, Mali	ATC – low level of proficiency
Entebbe, Uganda	ATC; Birds
Bangui, Central African Republic	People and animals alongside the runway
Goma, Democratic Republic of Congo	ATC – low level of proficiency, birds, runway incursions
Juba, South Sudan	Poor ATC, heavily congested airfield, large birds, local insurgents
Lanseria International Airport, RSA	Birds,
Rand Airport, RSA	ATC trainees, birds, poor service road condition.
Timbuktu, Mali	ATC information only with RPAs (Drones) operating in the area
JKIA, Nairobi, Kenya	Poor Security – check for stowaways / tampering with aircraft

4. EMERGENCY RESPONSE PLANNING

Blake Emergency Services is the International Crisis Management and Contingency Planning and Response Specialist who, although based in the UK, have extensive experience in Africa having handled accidents, incidents, counselling, repatriation, DNA sampling and confirmation, in amongst others Lagos, Nigeria; Fez, Morocco; Pointe Noire, Congo; Moroni, Comoros; Maputo, Mozambique Ukraine, The Netherlands, Indonesia, Mali, Ethiopia and India. Please go to www.blakeemergency.com or contact rethea.mitchell@blakeemergency.com

If you are interested in becoming a volunteer for Blake Emergency Services, please contact Rethea at the address given above.

An Emergency Response Plan is a required section of your SMS and may also be added to your Operations Manual.

Emergency Response, Incident Response, Operations Control and Family Assistance training together with the writing of Emergency Response Plans and Procedures is now offered through Blake Emergency Services. For more information, please contact Rethea on Rethea.mitchell@blakeemergency.com.

5. HENLEY/GLOBAL AVIATION TRAINING

Should you wish to make a booking for any of the following courses please contact Candice on +27 (0)11 024 5446/7 or by email to training1@henleyglobal.org.za. The full 2020 schedule is posted on the website - <http://henleyglobal.org.za/events/>

DATES	COURSE	LECTURER	COST EXCL VAT
12 – 13 Apr 2021 3 – 4 May 2021 14 – 15 Jun 2021 21 – 22 Jun 2021	Human Factors	Joel Hughes	R3,270-00
6 Apr 2021 10 May 2021 17 May 2021 14 Jun 2021	CRM Refresher	Verity Wallace	R 1,320-00

6 Apr 2021 10 May 2021 17 May 2021 14 Jun 2021	Dangerous Goods	Verity Wallace	R 1,050-00
6 Apr 2021 10 May 2021 17 May 2021 14 Jun 2021	AvSec	Verity Wallace	R 850-00
15 – 16 Mar 2021 7 – 8 Jun 2021	SMS Introductory Course	Dan Drew	R3,250-00
15 – 20 Mar 2021 7 – 11 Jun 2021	Integrated Safety Course	Dan Drew	R8,470-00

Notes:

Cost per delegate includes all training materials, refreshments and lunch.

Attendees paying in cash on the day are eligible for a 10% discount.

Both Recurrent CRM and Dangerous Goods Training Courses are available upon request – even at short notice.

On request we also offer –

Air Cargo Security (Part 108)
Cargo and Warehouse Security
First Aid and the Law

Health and Safety (Medical)
Risk Management & Investigations

6. AN ASSESSMENT OF 2020'S SAFETY PERFORMANCE

Assessing airline safety performance in 2020 is problematic because the year was exceptional, so meaningful comparisons with former years are difficult. The main difference, clearly, was the sharp reduction in flying during the year because of travel restrictions related to the coronavirus pandemic.

Meanwhile, fatal losses during the 12-month period were just as high as in some recent years when commercial air transport operated normally.

Globally there were 12 fatal airline accidents in 2020, resulting in the deaths of 332 passengers and crew. This compared with 22 fatal accidents and 297 fatalities in 2019, when commercial airline activity was at a normal level. The previous safest year for air transport was 2015, when the figures were nine losses and 176 deaths.

Looking at accident rates rather than simple numbers, information from Cirium's *Airline Safety and losses Annual Review 2020* shows that the number of flights per fatal accident was not significantly different from the previous three years' data.

World airline fatal accidents and fatalities, 2011-2020*

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Fatal accidents	32	21	26	19	9	13	12	14	22	12
Fatalities	514	425	281	671	176	306	56	543	297	332

Source: FlightGlobal * Includes fatal accidents caused by deliberate action

"Despite the challenges of coping with Covid-19, the airline industry has generally maintained its expected high level of safety," says Paul Hayes, Cirium's safety director. "Based on the fatal accident rate, 2020 was the second safest year ever, only narrowly being beaten by 2015."

Cirium's criteria are slightly different from FlightGlobal's, in that they do not include those accidents which were caused by "acts of violence", whereas FlightGlobal considers all risks. Finally, Cirium includes only turboprop and jet-powered aircraft.

7. WORST YEAR IN HISTORY FOR TRAVEL DEMAND - IATA

The International Air Transport Association (IATA) released data for global air freight markets showing that demand for air cargo decreased by 10.6% in 2020, compared to 2019. This was the largest drop in year-on-year demand since IATA started to monitor cargo performance in 1990, outpacing the 6% fall in global trade in goods.

Global demand in 2020, measured in cargo tonne-kilometres (CTKs*), was 10.6% below 2019 levels (-11.8% for international operations). Global capacity, measured in available cargo tonne-kilometres (ACTKs), shrank by 23.3% in 2020 (24.1% for international operations) compared to 2019. This was more than double the contraction in demand.

- Due to the lack of available capacity, cargo load factors rose 7.7% in 2020. This contributed to increased yields and revenues, providing support to airlines and some long-haul passenger services in the face of collapsed passenger revenues.
- Improvements towards yearend were demonstrated in December when global demand was 0.5% below previous-year levels (-2.3% for international operations). Global capacity was 17.7% below previous-year levels (-20.6% for international operations). That is much deeper than the contraction in demand, indicating the continuing and severe capacity crunch. With the stalling of the recovery in passenger markets, there is no end in sight for the capacity crunch.

Economic conditions are picking up as we move into 2021. The new export orders component of the manufacturing Purchasing Managers' Index (PMI)¹ is in growth territory in both developed and emerging markets. And global industrial production has also recovered.

"Air cargo is surviving the crisis in better shape than the passenger side of the business. For many airlines, 2020 saw air cargo become a vital source of revenues, despite weakened demand. But with much of the passenger fleet grounded, meeting demand without belly capacity continues to be an enormous challenge. And, as countries strengthen travel restrictions in the face of new coronavirus variants, it is difficult to see improvements in passenger demand or the capacity crunch. 2021 will be another tough year," said Alexandre de Juniac, IATA's Director General and CEO.

2020 Regional Performance

Strong variations were evident in the regional performance of air cargo in 2020. North American and African carriers reported an annual gain in demand in 2020 (+1.1% and +1.0%, respectively), while all other regions remained in negative territory compared to 2019. International demand fell in all regions with the exception of Africa which posted a 1.9% increase in 2020 compared to the previous year.

African airlines saw demand grow by 1.0% in 2020 compared to 2019 (1.9% for international operations) and a fall in capacity of 17.3% (-15.8% for international operations). African airlines posted the strongest international growth of all regions in 2020 as well as in December. International demand in the month grew by 6.3% year-on-year. African airlines now have the same share of the global international cargo market as carriers from Latin America (2.4%). International capacity decreased by 21.6% in December, a steepening of the 18.6% fall in November.

The International Air Transport Association (IATA) announced full-year global passenger traffic results for 2020 showing that demand (revenue passenger kilometres or RPKs) fell by 65.9% compared to the full year of 2019, by far the sharpest traffic decline in aviation history. Furthermore, forward bookings have been falling sharply since late December.

- International passenger demand in 2020 was 75.6% below 2019 levels. Capacity, (measured in available seat kilometres or ASKs) declined 68.1% and load factor fell 19.2 percentage points to 62.8%.
- Domestic demand in 2020 was down 48.8% compared to 2019. Capacity contracted by 35.7% and load factor dropped 17 percentage points to 66.6%.
- December 2020 total traffic was 69.7% below the same month in 2019, little improved from the 70.4% contraction in November. Capacity was down 56.7% and load factor fell 24.6 percentage points to 57.5%.
- Bookings for future travel made in January 2021 were down 70% compared to a year-ago, putting further pressure on airline cash positions and potentially impacting the timing of the expected recovery.
- IATA's baseline forecast for 2021 is for a 50.4% improvement on 2020 demand that would bring the industry to 50.6% of 2019 levels. While this view remains unchanged, there is a severe downside risk if more severe travel restrictions in response to new variants persist. Should such a scenario materialize, demand improvement could be limited to just 13% over 2020 levels, leaving the industry at 38% of 2019 levels.

"Last year was a catastrophe. There is no other way to describe it. What recovery there was over the Northern hemisphere summer season stalled in autumn and the situation turned dramatically worse over the year-end holiday season, as more severe travel restrictions were imposed in the face of new outbreaks and new strains of COVID-19." said Alexandre de Juniac, IATA's Director General and CEO.

International Passenger Markets

- **Asia-Pacific airlines'** full-year traffic plunged 80.3% in 2020 compared to 2019, which was the deepest decline for any region. It fell 94.7% in the month of December amid stricter lockdowns, little changed from a 95% decline in

¹Aviation Safety, in all of its guises, is Avia Global and GAAC's first and only concern and to that end our clients' safety on the ground and in the skies, is our Alpha and Omega."

November. Full year capacity was down 74.1% compared to 2019. Load factor fell 19.5 percentage points to 61.4%.

- **European carriers** saw a 73.7% traffic decline in 2020 versus 2019. Capacity fell 66.3% and load factor decreased 18.8 percentage points to 66.8%. For the month of December, traffic slid 82.3% compared to December 2019, an upturn over the 87% year-to-year decline in November reflecting pre-holiday momentum that was reversed toward the end of the month.
- **Middle Eastern airlines'** annual passenger demand in 2020 was 72.9% below 2019. Annual capacity fell 63.9% and load factor plummeted 18.9 percentage points to 57.3%. December's traffic was down 82.6% compared to December 2019, improved from an 86.1% drop in November.
- **North American airlines'** full year traffic fell 75.4% compared to 2019. Capacity dropped 65.5%, and load factor sank 23.9 percentage points to 60.1%. December demand was down 79.6% compared to the same month a year-ago, a pick-up over an 82.8% drop in November reflecting a holiday surge.
- **Latin American airlines** had a 71.8% full year traffic decline compared to 2019, making it the best performing region after Africa. Capacity fell 67.7% and load factor dropped 10.4 percentage points to 72.4%, by far the highest among regions. Traffic fell 76.2% for the month of December compared to December 2019, somewhat improved from a 78.7% decline in November.
- **African airlines'** traffic fell 69.8% last year compared to 2019, which was the best performance among regions. Capacity dropped 61.5%, and load factor sank 15.4 percentage points to 55.9%, lowest among regions. Demand for the month of December was 68.8% below the year-ago period, well ahead of a 75.8% decline in November. Carriers in the region have benefitted from somewhat less severe international travel restrictions compared to the rest of the world.

The Bottom Line

"Optimism that the arrival and initial distribution of vaccines would lead to a prompt and orderly restoration in global air travel have been dashed in the face of new outbreaks and new mutations of the disease. The world is more locked down today than at virtually any point in the past 12 months and passengers face a bewildering array of rapidly changing and globally uncoordinated travel restrictions. We urge governments to work with industry to develop the standards for vaccination, testing, and validation that will enable governments to have confidence that borders can reopen and international air travel can resume once the virus threat has been neutralized. The IATA Travel Pass will help this process, by providing passengers with an App to easily and securely manage their travel in line with any government requirements for COVID-19 testing or vaccine information. In the meantime, the airline industry will require continued financial support from governments in order to remain viable said de Juniac.

8. BUILDING A STRONG SAFETY CULTURE WITH HUMAN FACTORS TRAINING

Safety Culture may be one of the hottest, yet least understood, topics in aviation safety. What does it mean? Often when we talk about aviation safety, we're talking about physical safety. We're talking about transporting people or boxes from A to B without incident.

But a lack of incident isn't the only metric for a good safety culture.

Well-established safety systems

A Safety Management System (SMS) is a valued and established set of protocols and processes to enhance the safety of an organization. From it, the industry has learned that trust is the fundamental building block for a positive safety culture. But how do we build trust?

Crew Resource Management (CRM) implores us to use effective communication and all available resources. But it doesn't tell us how to effectively communicate nor does it explain how to maximize our human connection. Many pilots are comfortable with the tactical style of communication; we train for that in the simulator. Yet that style of communication does little to foster human connection, empathy, or inclusion.

The protocols, audits, and checklists of SMS and CRM have provided teams with important tactics for upholding physical safety. However, these systems are left vulnerable because they fail to educate on the "human" aspect of human factors training.

Genuine human factors training would include elements of neurobiology, cognitive science, epistemology, emotional intelligence, and leadership strategy. Each one of these facets would provide insight into how humans think, respond, and interact. Ultimately, we would learn that all humans want to be seen, heard, and valued. We want to feel safe to be our authentic best selves while also feeling a sense of belonging as a valued team member.

On being seen

Think about this sentence: "The pilot was unhappy with the catering."

What image do you get? My brain thought of a middle-aged, white, male pilot in the left seat being handed his lunch that he didn't like. My brain visualized the flight deck and I could see that the airplane was in cruise flight. From the one sentence, my brain filled in a lot of details.

Now, let me change one thing about the sentence. Think about this one:

"The flight attendant was unhappy with the catering."

Now, what image do you get? I visualized a young female flight attendant hunched over poorly packaged food that she would later have to serve. I could see that the airplane was on the ground and she was in the galley sorting through catering boxes.

Take a moment and compare the images you got from the two sentences. By changing just one thing about the sentence (flight attendant versus pilot) my brain created a completely different story. And I'm guessing yours did too. Our brains are constantly filling in a lot of details even though those details weren't part of the original sentence. That's called bias, and it's normal.

Our brains receive 11 million bits of information per second. But we can only process about 40 bits per second, which means 99 percent of the information we receive, we cannot process consciously. Our brain makes mental associations and forms prototypes as a way of processing data more quickly. These subtle cues and associations were important in our evolution. They helped our brains make quick decisions on whether someone was a friend or foe and helped trigger the fight-flight-freeze response.

The prototypes and mental associations we unconsciously create can influence how we view other people. Our mental models try to tell us how people should think or should act. But we know that not everyone fits perfectly into our subconsciously created prototypes. So, if we don't question our own bias, we may end up perpetuating antiquated models or outdated stereotypes. We can do this by approaching the topic with an open mind and curiosity. In meetings, is there a certain type of person you cut off more frequently? Or a certain type of person you give more eye-contact to? How about a type of person you'd rather mentor, promote, or hire? If so, why?

We want to feel seen. But the first step in seeing others is to admit we all have biases.

On being heard

When we feel safe to show up as our authentic best selves, we have a high level of psychological safety.

Psychological safety is defined as "being able to show and employ one's self without fear of negative consequences of self-image, status, or career." It means we feel comfortable speaking up with our original thoughts even when they fall outside of the groupthink model.

Psychological safety is fundamental to safety culture. When we don't feel safe to be ourselves or speak up, our brain shifts from critical thinking and logical processing to defence mode. When an individual senses danger (real or perceived, physical or emotional), our amygdala gets triggered. The amygdala is the part of our brain responsible for triggering the fight-flight-freeze response when a threat is observed. When triggered, our cognitive functioning is impaired. Our attention shifts from pro-safety team behaviour to one of defensive self-protection. Over time, low psychological safety also affects us physiologically through stress, burnout, low morale, and fatigue.

The incidents that go unreported, the disgruntled employee that overlooks protocols, the subtle noncompliance, and the costly employee burnout all lead to a reduction in safety and a deterioration of safety culture.

Conversely, psychological safety enhances safety culture because it allows people to ask tough questions and share their mistakes without fear of embarrassment or punitive repercussions. SMS refers to this culture as a "just" culture. However, psychological safety, built on trust, is the keystone to establishing a just culture.

Psychological safety enhances safety because it creates a learning environment where employees feel engaged and free to express themselves. It is fuelled by group trust and is paramount to healthy, high-functioning teams as it allows employees to feel heard.

ON BEING VALUED

We hear a lot about inclusive leadership strategies. Forbes found that inclusive groups were more productive and made better decisions 87 percent of the time. The business case has already been made inclusive leadership leads to more creativity, increased productivity, and a higher level of safety. Yet how do we create inclusive teams? Part of the puzzle rests in understanding an individual's unique experiences and by looking at our differences as an asset.

Many people believe that aviation is a meritocracy, which means that everyone is on an equal playing field. In a meritocracy, the harder you work, the more successful you become. We all want to believe in that type of system because it sounds fair and it embodies the American spirit. Unfortunately, it's far too simplistic and negates recognizing the individual hurdles each person experiences.

Let's think about this. You fly your G650 from LAX to TEB. That flight takes four hours. Now, you turn around a fly back to LAX. This leg takes five hours. We all understand these phenomena as headwinds and tailwinds. You can't argue with physics.

The same concept can be applied to individuals. Let's say we have two pilots that start flight training at the same time. Pilot A is not financially burdened. This pilot can take extra classes to finish sooner, fly whenever the weather cooperates, and attend after-school networking events. Meanwhile, Pilot B works after school to pay for flight training. Pilot B cannot take extra classes, has a less malleable schedule, and misses those evening networking events.

Pilot B is fighting a relative headwind while Pilot A is enjoying a relative tailwind. Pilot A completes flight training more quickly, makes more connections, and can establish relatively ahead within the industry because of those tailwinds.

There's nothing wrong with this, but it's important to understand that some people have tailwinds, and some have headwinds.

Now, a decade later Pilot A and Pilot B apply for the same job. Likely, the resume shows Pilot A completed flight school quickly, has more flight time, and has more connections within the industry. Doing a quick resume comparison without understanding their personal headwinds and tailwinds, you might want to hire Pilot A. But maybe Pilot B could be a better choice because they had to work harder fighting those headwinds.

We must understand that some people overcome significant headwinds while others enjoy tailwinds. And, despite how much we want it to be, our industry is not a meritocracy. These relative headwinds and tailwinds help create our uniqueness and authentic selves. Understanding these individual characteristics help leaders create cohesive teams where people feel valued as individuals while also creating a sense of belonging in an inclusive group.

Safety culture—a collective term

Culture is a collective term, meaning a singular individual cannot create it. Culture is observed through the social norms and behaviours of the individuals comprising a group. Within aviation's SMS, we can measure the culture quantitatively through safety reports and qualitatively through employee surveys.

The culture of the team is dependent on the psychological safety of the individuals that comprise it. Employees who do not feel comfortable speaking up will not fill out safety reports. Those that do not feel valued will not honestly answer the qualitative surveys. Burnout and low morale are direct indicators of a poor safety culture.

The building blocks of your organization's safety are comprised of protocols, processes, and most importantly, the individuals upholding them. When one building block crumbles from an employee's low psychological safety, the whole team's safety is reduced. No person, title, or position is exempt from the negative effects of low psychological safety. Its relevance is prolific at all levels.

The micro-culture of your organization or the macro-culture of the industry lies heavily on the psychological safety of the individuals that comprise it. Creating psychological safety is strongly dependent upon leadership; and it is critical for high-performing individuals and teams. Trust is the bedrock of psychological safety. Leaders can build trust by utilizing inclusive leadership strategies. This includes admitting we all have biases, understanding employees' headwinds and tailwinds, and valuing employees for their uniqueness. We must find strength in our differences to maximize the benefits of inclusive leadership and create a genuine positive safety culture.

Safety culture is not a singular, check-the-box element of SMS. It is something to improve upon daily. The tone for the organization is set by leadership but everyone plays a role. As an industry, we invest in new technologies, pilot training, and emergency training. We are always learning and always striving to do better. We can do this collectively by investing in aviation's most important asset—its human capital. It starts with a deep dive into more comprehensive human factors training.

Courtesy of Curt Lewis FSF and <https://www.ainonline.com/aviation-news/business-aviation/2021-03-01/building-strong-safety-culture-human-factors-training>

9. NEWS FROM THE JOHANNESBURG AIRPORTS

Users of the Johannesburg aerodromes must be aware of the fact that they all take Aviation Safety and AVSEC seriously. If you want to use these airports as a Pilot or are employed in any way on them, then we would recommend that you make yourself more than familiar with Part 139 in the SACARs and the Rules and Regulations applicable to that particular aerodrome. Be prepared for fines being levied if you breach any of the SARPs.

RAND AIRPORT, GERMISTON – www.randairport.co.za

Safety Meeting – Normally held on the 2nd Thursday of each month at 09.00 in the Old Customs Hall.

- The wearing of high visibility jackets/waistcoats is mandatory for all persons, excepting for passengers under escort, on airside. (SA CAR 139.02.22(6))
- Drivers found to be speeding on airside will have their access remote taken from them.
- Vehicles being driven on airside must carry proper mandatory insurance cover.
- All delivery vehicles and visiting vehicles requiring access to airside MUST be escorted from the access gate to the premises and then after closure of their business back to the gate for egress.
- Cranes are not allowed onto Rand Airport unless their use has been specifically authorised by airport management.
- All operators are required to report Bird Strikes to the Airport Rescue and Fire Fighting Services or the Safety Office even if there has been no structural damage to the aircraft as a result of the strike.
- Fuel must not be “trucked” into Rand Airport from other sources. Should there be a special requirement permission must be sought from the Airport Manager.

LANSERIA AIRPORT – www.lanseriaairport.co.za

Safety, Security and Stakeholders Meetings are normally held on the second Tuesday of each month from January to November at 12.00 in **the event hall opposite the Wimpy by our MSP building.**

- The wearing of high visibility jackets/waistcoats is mandatory for all persons, excepting for passengers under escort, on airside. (SA CAR 139.02.22(6))
- Drivers shall obey the published speed limits which are 30 on airside and 40 on landside.
- Now Lanseria is open for all international operations it should be noted that COVID-19 testing is available for inbound or outbound passengers/Crew at either of the 2 stations erected for this service.

GRAND CENTRAL AIRPORT, MIDRAND

Safety Meetings are normally held on the 1st Tuesday of each month at 12.00 in the Boardroom.

- The wearing of high visibility jackets/waistcoats is mandatory for all persons, excepting for passengers under escort, on airside. (SA CAR 139.02.22(6))
- Drivers found to be speeding on airside will have their access revoked.
- Should an emergency occur pedestrians are requested to stand still in a safe area out of the way of responding AR&FFS vehicles.
- During any emergency Pilots, Instructors and students should try to keep the frequencies as clear as possible.
- Cranes are not allowed onto Grand Central Airport unless their use has been specifically authorised by airport management.

10. FINALE – A ROUND UP OF AVIATION RELATED TITBITS OF INFORMATION

THE PASS IS SEEN BY THE SECTOR AS ESSENTIAL FOR REOPENING AIR TRAVEL

The International Air Transport Association (IATA) says it expects its digital Covid Travel Pass will be ready "within weeks".

The pass is an app that verifies a passenger has had the Covid-19 tests or vaccines required to enter a country. It also verifies they were administered by an approved authority.

The industry body sees the pass as essential for reopening air travel, as many countries still have strict restrictions or quarantines in place.

"The key issue is one of confidence. Passengers need to be confident that the testing they've taken is accurate and will allow them to enter the country," said Vinoop Goel, IATA's regional director of airports and external relations.

"And then governments need to have the confidence that the tests that the passengers claim to have is one which is accurate and meets their own conditions."

- [Airline industry 'needs \\$80bn more government aid'](#)
- [World vaccine delivery 'will need 8,000 jumbo jets'](#)
- [Pandemic fills up Australian airline storage](#)

IATA said the Travel Pass is designed in a "modular" way, so that it can work with other digital solutions that are being trialled around the world.

It will be available on iOS and Android platforms, and is expected to be free to passengers. Singapore Airlines was the first airline to start trials of the travel pass in December.

Ethad, Emirates, Qatar Airways, Air New Zealand are among the other airlines currently conducting trials, and IATA says it is discussing the pass with most airlines throughout the Asia Pacific region.

"We are currently working with a number of airlines worldwide and learning from these pilots. And the plan is to go live in March," Mr Goel said.

"So basically we expect to have a fully functional working system over the next few weeks."

Paper versus app

The closest paper equivalent to the app is the Yellow Card, a World Health Organization document which confirms passengers have been vaccinated. It is often used to prove that passengers have had yellow fever vaccinations required to enter some countries.

IATA says the risk of fraud with paper documents is too great. Europol recently revealed that a forgery ring in France had been selling negative test results to passengers at Charles de Gaulle Airport and fraudsters had also been apprehended in the UK for selling forged results. Malaysian police also reportedly recently arrested six Pakistani men suspected of forging negative results. "This issue has come to the forefront, because there is the risk of fraud with paper certificates," said Mr Goel.

However, the insistence by some governments on paper documentation has proved an obstacle to the rollout of the IATA app. "We do have a case in the Republic of Korea that does require a paper certificate, so we are working with the government there to ensure they will allow digital certificates to be accepted," Mr Goel said.

Essential for quarantine free travel

The airline industry is pinning its hopes on quarantine-free travel reopening this year, but expects progress to be slow, even with the app. Covid has been disastrous for the airline industry, according to IATA's figures, with demand plummeting nearly 70% in 2020 compared to 2019. The industry is hoping for a recovery in 2021, but it's unlikely that the vaccine rollout will solve the problem immediately, which is part of the reason IATA thinks the Travel Pass is needed. "It will take too long. It will take at a minimum between 12 and 24 months. And it's very dependent on the availability of vaccine globally," said Conrad Clifford, the body's regional vice-president for the Asia Pacific region. "So we see a combination of testing and vaccination as being the long term solution to reopening borders," he said.

LATEST ON OPERATING INTERNATIONAL FLIGHTS (scheduled and non-scheduled)

Following a lengthy process both KMIA and Lanseria International Airport are now approved and open for any type of international arrival/departure. Having said that I would strongly suggest ensuring that the Operations Centres are aware of the details of the proposed flights in order to ensure that the required Regulatory/Government Departmental Staff are present at the required times.

NEW REGULATIONS WHICH WILL SERIOUSLY IMPACT ALL AREAS OF THE AVIATION INDUSTRY.

New legislation requires that ALL Aircraft Maintenance Repair Schemes MUST be approved by the SACAA before work can be carried out.

This will be problematical for operators of certain US built aircraft which do not have repair schemes and rely on AC43 which is approved by the FAA.

For all types of aircraft the Aircraft Maintenance Repair Schemes will have to be presented or compiled and presented to the SACAA for approval prior to work being carried out. This surely will be a major headache for repairs to an aircraft caused by such things as Bird Strikes/Lightening Strikes which require sheet metal work. Expect to lose your aircraft out of service for at least 90 days awaiting such approval.



Can we help you with your aviation safety and / or quality assurance requirements?

Under SA CAR 140.01.2 if you and your organisation hold one of the following

- a category 4 or higher aerodrome licence;
- an ATO approval;
- an aircraft maintenance organisation approval;
- a manufacturing organisation approval;
- an ATSU approval;
- a design organisation approval;
- an AOC issued in terms of Part 101, 121, 127, 135, 141;
- a procedure design organisation approval; and
- an electronic services organisation approval,

then you shall establish a Safety Management System for the control and supervision of the services rendered or to be rendered by that organisation.

If you do not already have an approved Air Safety Officer and an approved Safety Management System then please contact us for assistance.

Avia Global in conjunction with Henley Air deliver the following SA CAA Approved training courses at Rand Airport;

- Safety Management Systems
- Integrated Safety Officer Course
- Quality Assurance Auditor
- Crew Resource Management (Initial and Recurrent)
- Dangerous Goods
- Human Factors for AME's
- Safety Management System Course (every 3 years)

Should your operation be of a size whereby the full-time employment of an Air Safety Officer and/or Quality Assurance Officer is not financially viable then we can provide you with Consultants who have previously held Air Services Licensing Council approval. We can also provide you with a tailor-made SA CAA approved Safety Management System and all Manuals as required by your Regulatory Authority for your operation.

For further information on how we can help you please contact Rethea or Candice on +27 (0)11 024 5446/7 or e-mail admin@aviaglobal.net

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"Aviation Safety, in all of its guises, is Avia Global and GAAC's' first and only concern and to that end our clients' safety on the ground and in the skies, is our Alpha and Omega."