

# You & Your People

Impactful Events and  
Doing The Right Thing

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Mark Sandford  
Heathrow Airport



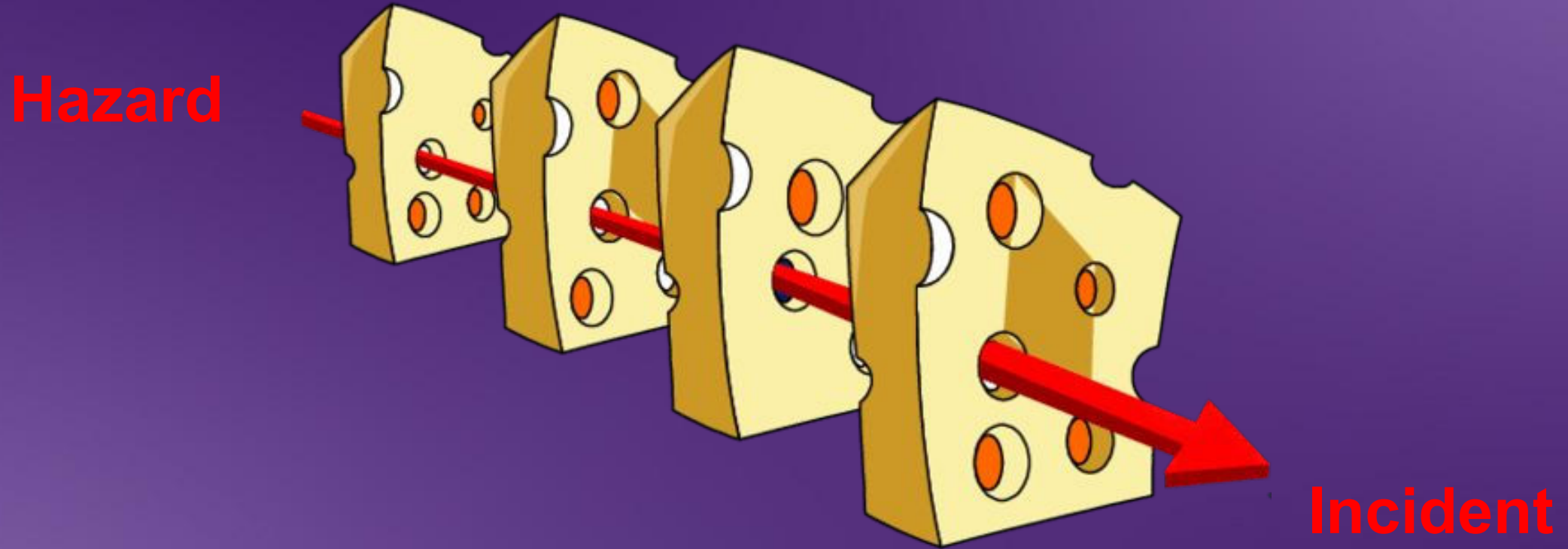
# Why me?







# The Swiss Cheese Model



# SMS – Safety Management System

## Plan

- » Hazard & Risk Assessment
- » Regulations
- » Training & Compliance
- » Organisation & accountabilities
- » Governance

## Do

- » Procedures & Instructions
- » Business Continuity
- » Comms & Involvement
- » Change Management

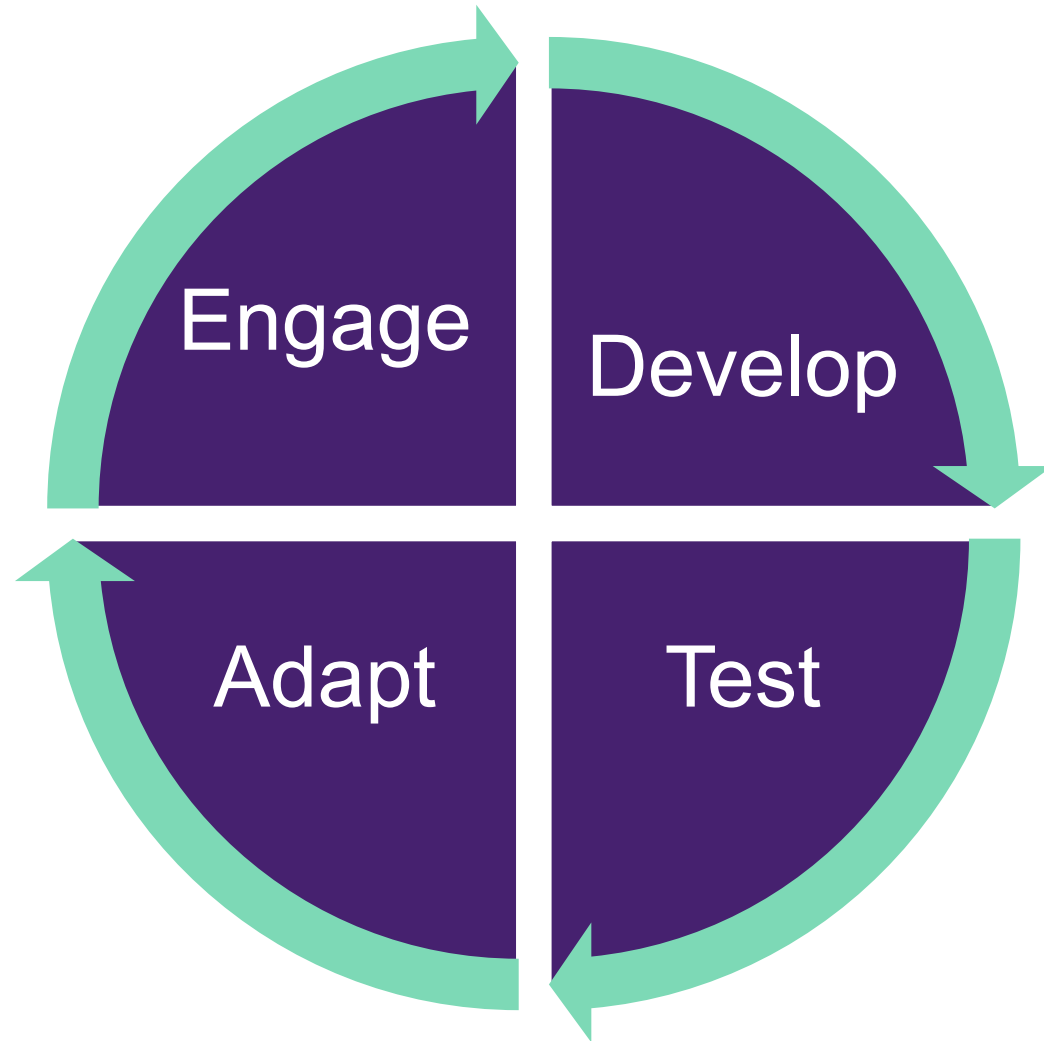
## Check

- » Accidents & Investigations
- » Performance

## Act

- » Improvement
- » Comms & Involvement

# Failing To Prepare Or Preparing To Fail?



## Effective Planning





### Aerodrome Manual

Heathrow Airport Limited  
The Compass Centre  
Nelson Road  
Hounslow, Middlesex  
TW6 2GW

REF: Airside\_SMS\_Aerodrome Manual\_v7.0  
DATE: 20<sup>th</sup> March 2023



**Heathrow**  
Making every journey better



## Aircraft Observer Joining Instructions

### Exercise Night Star

17<sup>th</sup> November 2023

Phase 1 & Phase 2

19:00hrs → 04:00hrs



ISSUE 2  
SUMMER 2024

Team  
**Heathrow**

# Take Care

TEAM HEATHROW  
SAFETY UPDATE

## ALL TOGETHER NOW

Ever wondered what it takes to manage a turnaround? Firstly, it takes a team...

PAGE 12



### MAKE THE RIGHT CALL

How dialling 222 gets help to you faster than any other call

PAGE 4



### WELLBEING MATTERS

Top tips on how to manage mental health at work

PAGE 20



### LESSONS LEARNED

Twenty years on, what can the West Coast Main Line tragedy teach us?

PAGE 24

## Runway Safety Awareness Package



This package has been produced by Heathrow in partnership with:



#WorkSafeHomeSafe

**Heathrow** →

## Heathrow Airside Drivers Handbook

Version 2 (12/05/2024)

**Heathrow**



07/05/2024

IT'S AIRPORT SAFETY WEEK

## Airside Safety Awareness Training (ASAT)

START COURSE



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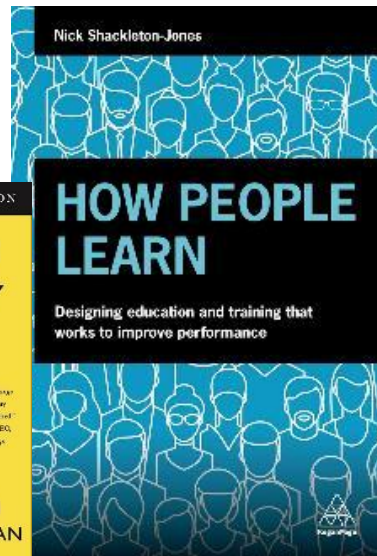
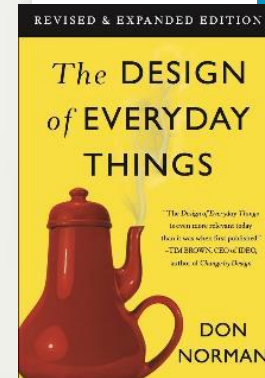
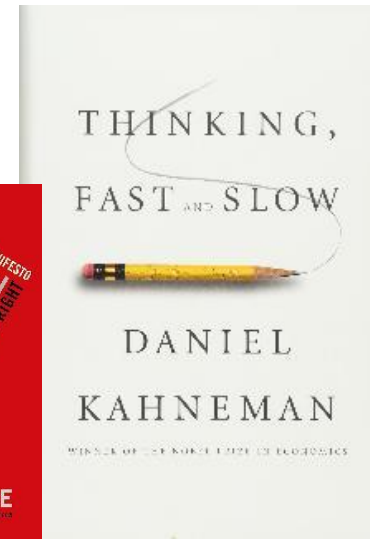
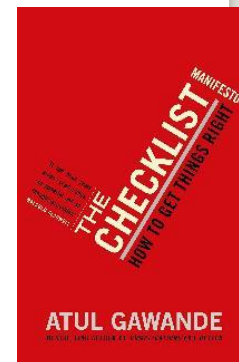




# Effective Training

- Training needs analysis based on roles and responsibilities.
- Bring processes and procedures to life.
- Train in a style the audience requires.
- Embed competency checks into everyday routine.
- Appreciate that training may not be the answer (5Di)....

- Define
- Discover
- Design
- Develop
- Deploy
- Iterate



# During an event



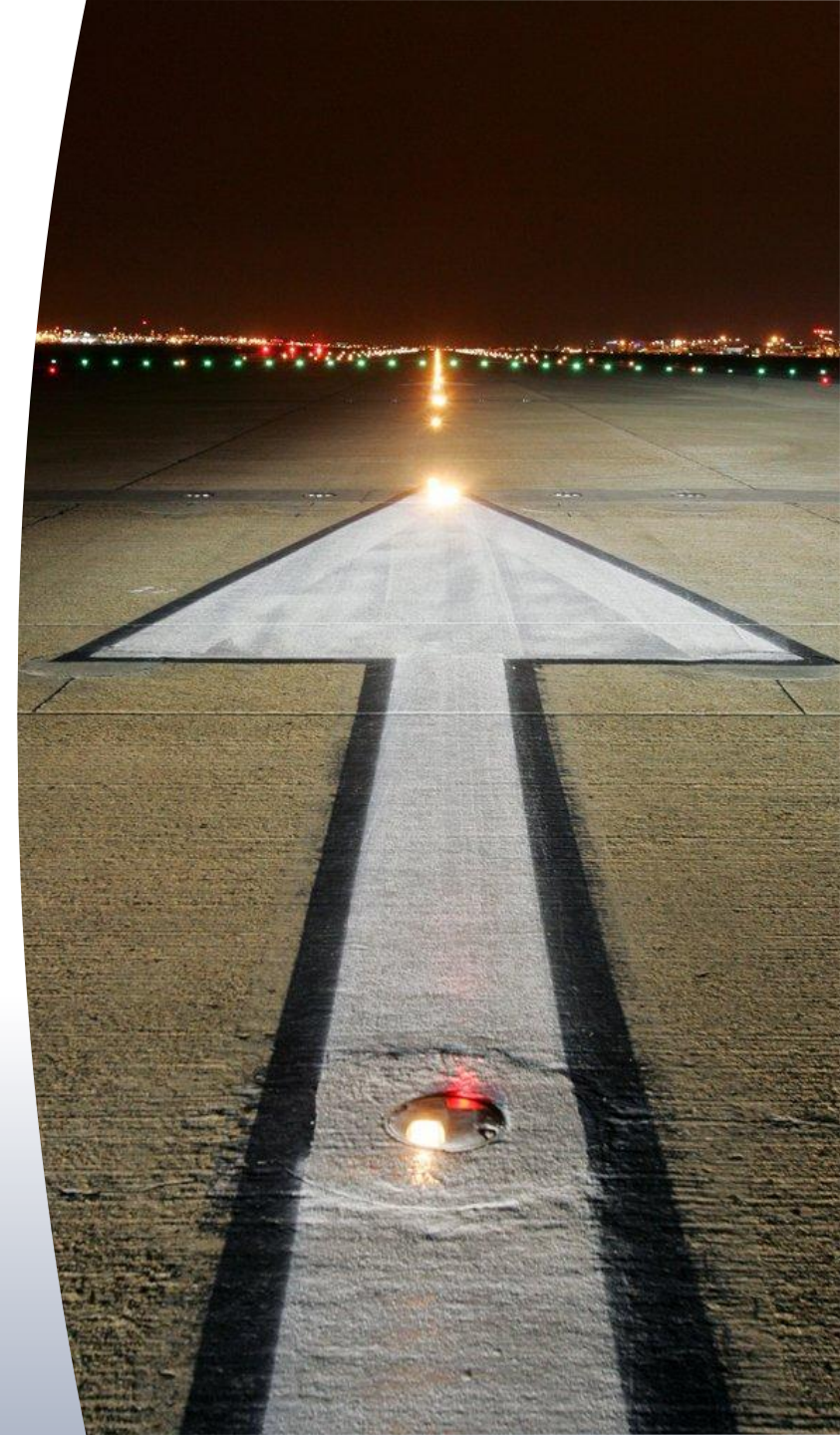
**Co-locate**  
Co-locate with commanders as soon as practicably possible at a single, safe and easily identified location near to the scene.

**Communicate**  
Communicate clearly using plain English.

**Co-ordinate**  
Co-ordinate by agreeing the lead service. Identify priorities, resources and capabilities for an effective response, including the timing of further meetings.

**Jointly understand risk**  
Jointly understand risk by sharing information about the likelihood and potential impact of threats and hazards to agree potential control measures.

**Shared situational awareness**  
Shared Situational Awareness established by using METHANE and the Joint Decision Model.



# Post Event

- Keep all notes, photos, CCTV, radio recordings, GPS locations etc.
- Obtain reports from key attendees.
- A timeline approach is effective.
- Conduct a washup to discuss what went well and not so well:
  - Review the incident against plans and amend if required.
  - Involve incident third parties.
- Consult local legal teams where appropriate for guidance.
- You may need to prove training and competence as part of investigation
- Colleague welfare.....

# Colleague Welfare

- Exposure to a traumatic event effects everyone differently & remember people have lives outside of work!
- Have access to support ready to deploy when needed.
- Think beyond direct teams and consider the impact to the wider operation – including yourself!

## Pearson SRF BTEC Level 5 Award

in THE MANAGEMENT OF TRAUMA RISK

is awarded to

MARK SANDFORD

who has completed an approved programme at

MARCH ON STRESS

Trauma Risk Management

# TRiM

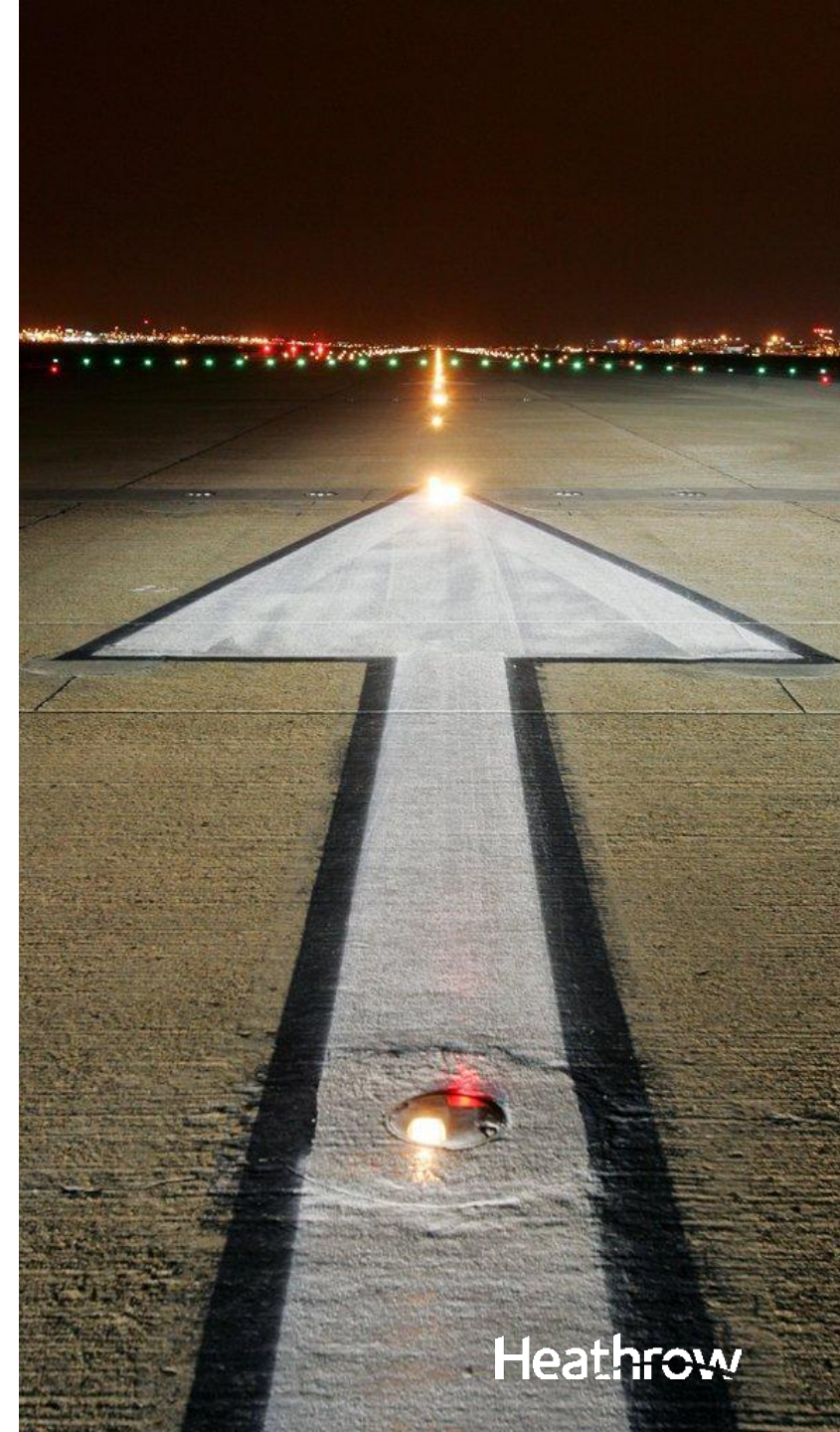


IN ASSOCIATION WITH:  
**MARCH**  
ON STRESS

IN ASSOCIATION WITH:  
**MARCH**  
ON STRESS

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# Post Trauma Common Stress Reactions

## Emotional state

- Anxiety
- Guilt
- Grief
- Denial
- Severe panic (rare)
- Fear
- Uncertainty
- Loss of emotional control
- Depression
- Feeling overwhelmed
- Intense anger
- Irritability
- Being extra vigilant
- Flashbacks

## Physical experiences

- Fatigue
- Nausea
- Muscle tremors
- Twitches
- Difficulty breathing\*
- Increased blood pressure
- Rapid heart rate\*
- Thirst
- Headaches\*
- Visual difficulties\*
- Vomiting
- Grinding teeth
- Weakness
- Dizziness
- Excessive sweating
- Chills
- Fainting\*

\*These symptoms may need to be evaluated by your GP.

## Change in behaviour

- Change in activity
- Change in speech
- Withdrawal
- Emotional outbursts
- Suspiciousness
- Poor communication
- Increased alcohol intake
- Inability to rest
- Antisocial acts
- Intensified startle reflex
- Pacing
- Erratic movements
- Apprehension
- Agitation

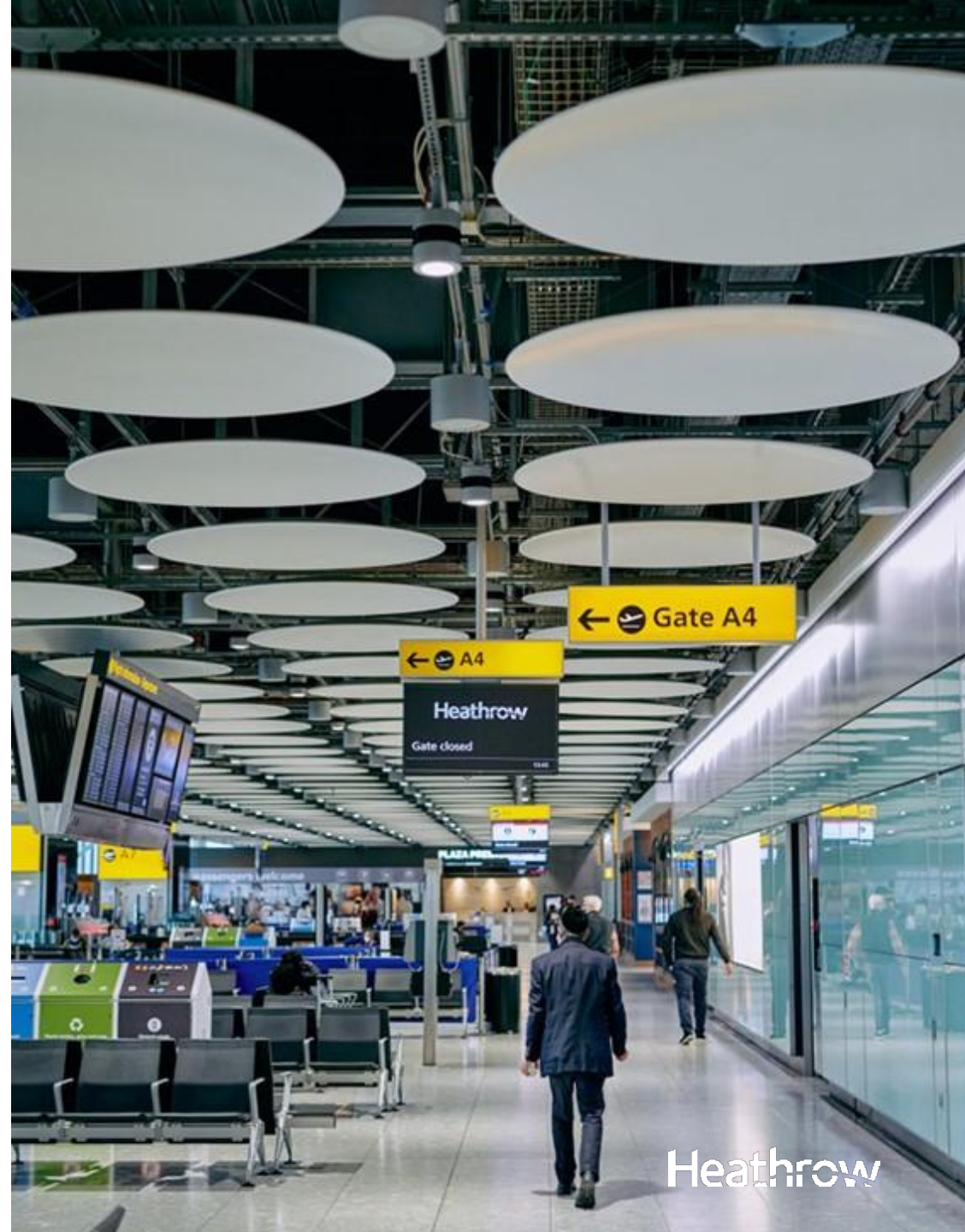
## Affected thinking

- Blaming someone
- Confusion
- Poor attention
- Poor decisions
- Heightened or lowered awareness
- Poor concentration
- Memory problems
- Difficulty identifying familiar things or people
- Poor problem solving
- Disturbed thoughts
- Nightmares



# Summary Considerations

- Do people understand the impact and consequences of their actions... or non actions?
- Do you understand your position as an accountable manager?
- Where do the boundaries of responsibility sit within your organization?
- Are training and competence adequate and are records up to date?
- Can you demonstrate procedures are in place, tested and followed?
- Do you have an open and honest safety culture at all levels?
- What support mechanisms are in place and available to support colleague welfare?



# Thank You



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