

TEMPLATE · ADAPT THE BITS IN [BRACKETS]

Comms kit

Ready-to-use words for each stage of a cycle: before it starts, while observers are out, and when the results come back. Programmes that tell crews early, and come back to them with what changed, get the most honest picture of work as done.

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Send every message in the names of both management and the workforce representatives. The crew briefing leaflet goes with it.

You make it work every day. Show us how.

From [dates], trained ramp observers will
watch some normal turnarounds at [station].
We want to learn what helps you, what gets in
your way, and what we should fix.

No names

No names, staff numbers, flight numbers or
registrations are written down.

No blame

Never used for discipline. Agreed in writing by
[organisation] and [workforce representatives].

Your say

The observer asks the team first. You can say no.
You see the results first.

Questions? [programme lead, contact] • [workforce representative, contact]

Normal Operations Monitoring for the ramp

■ 2. Joint launch message

Email, intranet or notice board. Two to four weeks before the first observation.

Subject: Learning from the turnarounds that go right

From [dates], [organisation] is starting Normal Operations Monitoring on the ramp at [stations]. It is the ground operations version of the Line Operations Safety Audit (LOSA) that airlines use on the flight deck.

Most turnarounds go well, often because of the experience and judgement of the people doing them, and sometimes despite equipment, information or timing that make the job harder than it should be. Incident reports only show the bad days. This programme looks at normal work, as it is really done, so we can fix what gets in your way and keep what works.

Trained observers, who are ground staff themselves, will watch a sample of turnarounds from arrival to pushback. They write down what happens, never who did it. The observations are never used for discipline, and nobody is assessed. We have agreed this in writing.

The observer will always ask the team before a turnaround, and you can say no. When the results are in, you will see them first, and we will invite you to help decide what to change.

[Name, title, organisation] · [Name, title, workforce representatives]

■ 3. Two-minute toolbox talk

For team leaders at the start-of-shift briefing, in the week before observations start.

"Heads up: from [date], you might see an observer on some turnarounds. They're ground staff, trained to watch and take notes, and they're not checking up on you.

They're looking at how the job really gets done on a normal day. What makes it harder, like late bags, missing equipment or a stand that doesn't suit the aircraft. And what you do to keep it on track anyway.

No names, no flight numbers, no discipline. That's in writing, signed by [workforce representatives] too. They'll ask before they start, and you can say no.

If they're with you, just work the way you normally do. That's the whole point. And when the results come back, we'll go through them together."

■ 4. Short messages

Newsletter or intranet

Normal Operations Monitoring starts at [station] on [date]. Trained ramp observers will watch some normal turnarounds to learn what helps, what gets in the way and what to fix. No names, no blame, and you can say no. Questions: [contact].

Crew room screen

Observers on the ramp from [date]. Learning from normal work. No names. No blame. Your say.

Roster or text message

From [date] you may see a ramp observer on some turnarounds. It's about the work, not you. Ask them anything.

Observer's opening line

"Hi, I'm [first name], one of the ramp observers. OK if I watch this turnaround? No names, nothing about you, it's about how the job goes."

■ 5. Questions crews ask

Is this an audit of me?

No. Observers record what happens and what made the job easier or harder, not who did it. Nobody gets a score.

Can it be used against me?

No. Management and [workforce representatives] have agreed in writing that observations are never used for discipline. An observer only steps in if someone is about to get hurt or the aircraft is about to be damaged, as anyone on the ramp would.

Who sees the notes?

Only the observers and a small checking group. Managers get the report: totals across many turnarounds, never single observations. Notes never name anyone, and they are never matched to rosters or flight records.

Can I say no?

Yes. The observer will go to another turnaround, and nothing more is said.

Why should I bother?

Because you know where the job is harder than it should be. This is how that reaches the people who can fix it, with numbers behind it.

Will anything change?

You'll see the results first, and you'll be asked to help choose what to change. We'll tell you what we did, and measure again to check it worked.

■ 6. A note for managers

Normal Operations Monitoring only works if crews work as they normally do while an observer is there. That depends on trust, and trust depends on what managers do with the results.

- You will see results across many turnarounds: what goes with turnarounds that go well, and what goes with the ones that don't. You won't see single observations, and you won't see results by crew, shift or observer.
- Please don't ask who was involved in anything. The answer will always be no, and asking costs the programme its honest data.
- Read the results as a picture of the system: equipment, planning, information, staffing, timing. The fix is almost always there.
- On-time performance is reported separately from safety, so nobody hides a problem to protect a departure time.

■ 7. Results are back

Within a few weeks of the last checking session. Crews hear first.

Subject: What [number] turnarounds showed us

Thank you to everyone at [stations] who let an observer watch a turnaround. Here's what we learned.

What helps: [the two or three conditions and good practices that go most with turnarounds that go well] .

What gets in the way: [the two or three conditions that go most with turnarounds that don't] .

How you keep it normal: [what crews do when the turnaround is disrupted, from the recovery results] .

We're running Learning Teams on [topics] from [date] . If you want to be part of one, talk to [contact] . The people who do the work are the ones who know how to fix it.

[Name, organisation] · [Name, workforce representatives]

■ 8. What we changed

After the Learning Teams. Then again after the next cycle, with the new figures.

You told us. Here's what we did.

- **You told us** [finding, in crews' words] . **We** [change made] . **Next cycle we'll check** [what we'll measure] .

- **You told us** [finding] . **We** [change] . **Next cycle we'll check** [measure] .

The next cycle of observations starts on [date] , using the same method, so we can see whether these changes made the job easier.