



A VIH Aviation Group Company

# Cougar Helicopters

*Do we have the right focus today?*

*A Point of View From Canada*



18 September 2019

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Operations Services Manager  
Cougar Helicopters Inc.

- HelliOffshore: “Are we doing the right things? “
- “Looking the wrong way “
- “Do we have the right focus today? “





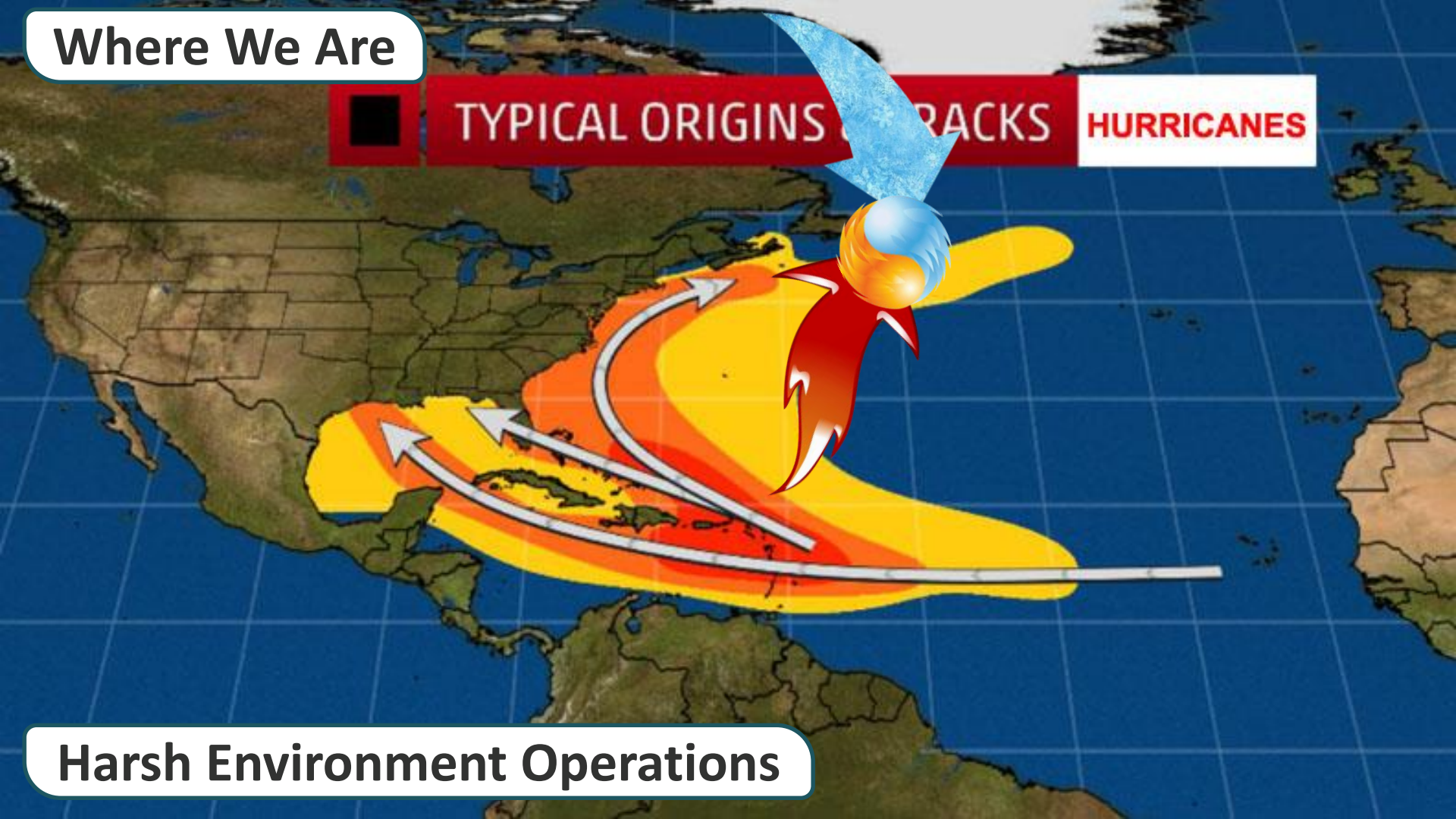
# Where We Are



TYPICAL ORIGINS

TRACKS

HURRICANES



# Harsh Environment Operations

# Offshore NL ... Current & Future

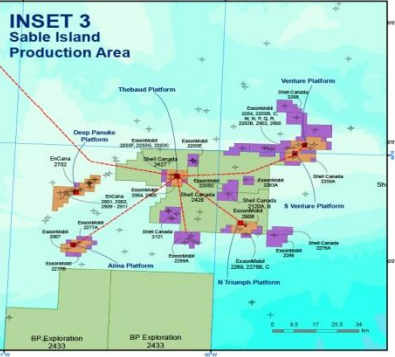
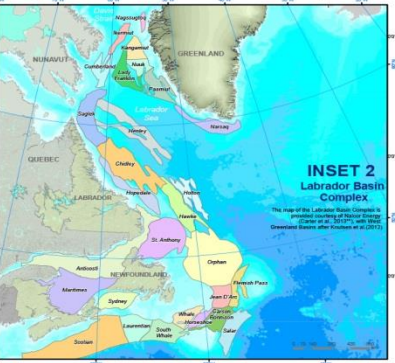
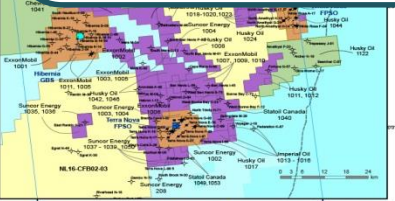
**NOIA**  
East Coast Map 2016



**Exxon, BHP, Equinor & CNOOC**

**Exxon, Encana**

**Exxon, Husky & Suncor**



- Completion
  - Drilling
  - Gas Transfer
  - Indication of oil and gas
  - Injection Well
  - Oil Producer
  - Other/Unknown
  - Plugged and Abandoned
  - Production Well
  - Suspended Oil Well
  - Suspended Oil and Gas Well
  - Suspended Water Injector
  - Water Injector
  - Water Well
  - Well Operations/Location
- PLUGGED AND ABANDONED class includes those wells classified as abandoned, abandoned gas well, abandonment of well, abandonment of well and gas well, abandoned gas well, abandoned of well, plugged and abandoned, plugged gas well, plugged oil well, plugged injection well, plugged oil and gas well, plugged gas flow, plugged oil flow, plugged oil and gas flow, plugged dry hole.
- Production Platform - GPS
  - NS Offshore platforms
  - Exploration Licence
  - Onshore Permit Licence / Petroleum Agreement
  - Significant Discovery Licence
  - Production Licence
  - Onshore Lease
  - Oil and Gas Research Permit
  - Exploration Permit
  - Call for Bids Parcels
  - Proposed Labrador - Island Transmission Link
  - Existing AC Transmission Lines
  - Proposed Marine Transmission Link

Installation	Distance
Hibernia	170 nm
Hebron	187 nm
Tera Nova	188 nm
Barents	187 nm
SeaRose	200 nm
Henry Goodrich	201 nm
Sable Island	150 nm

Installation	Distance
Sable Island	150 nm



# What We Do



# What We Do

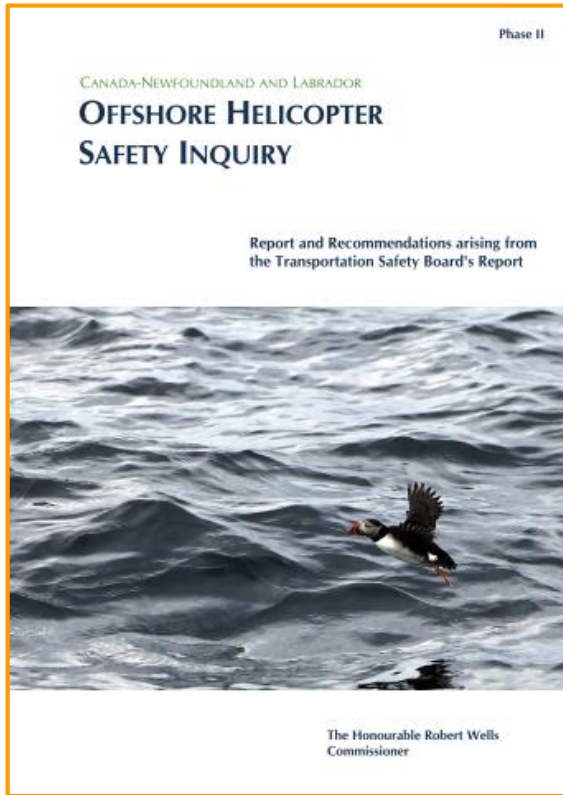




# What We Do



# The Subject Idea



The Honourable  
Robert Wells

- London Tube - Kings Cross Fire (18 Nov 1987) - 31 deaths and 100 people injured because management were focused on the wrong thing.....looking the wrong way.

**“are we looking in the right direction?”**



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# What are we focused on – looking at

As an industry – OEMs, HeliOffshore, IOGP, FAA, EASA, TC and Others

What is happening in the big picture? research, regulation, certification, HeliOffshore or IOGP Workshops

How does my company or how do I contribute?



As various companies. HI / Documenting, Reporting, Investigations, Safety Promotion, Trending, Stats and fixes.

How do I contribute? How do we contribute?

As a pilot, or engineer, dispatcher, air traffic controller, HLO,


How is my knowledge?

What is my personal “culture” like ?

We all have a role to play

Apply your focus where it is appropriate

# Focus

- 
- A photograph of a coastal town at night. In the foreground, there are several buildings, including a prominent two-story house with a dark roof and white walls. The town is illuminated by streetlights, creating a warm glow. In the background, a large, white iceberg floats in the dark blue sea. The sky is a deep blue, suggesting twilight or night. The overall scene is a mix of human-made structures and natural elements.
- Today's workplace, and society in general, introduces and nurtures challenges and distractions that simply didn't exist 20 years ago; or perhaps many of them existed but we didn't assess them to represent the level of threat or risk that they do today.



## Reality

- **Inattentive** - lack of personnel, business development, HR issues, internal investigations of small items - **draw attention away**
- **Lack of knowledge** - wide range of subjects, cover many aspects of business - **miss something**
- **Looking elsewhere could be legitimate** - narrow focus required, detail required by regulator/auditors, internal investigations of small items- **draw attention away**
- **Periodically - wipe the slate clean** for any complicated process.
  - Complicated to learn and follow
  - Personal optimization will – **mistakes happen.**
  - Difficult to maintain
  - New personnel – **process vulnerable**




**The Culture**

What Has Changed: - at Cougar? In the Industry?

# SAFETY CULTURE

“CULTURE EATS STRATEGY FOR BREAKFAST”



**CULTURE determines behaviour..... Both  
Social and Organizational**



# Safety Culture @ Cougar

SMS is our way of doing business that places safety & quality at the core of the company's commercial practices

- 🌀 Safety is not viewed as an individual department responsibility
- 🌀 Introduction of Cougar Fit for Purpose Safety Management System
- 🌀 Promotion of Just Culture
- 🌀 Engagement, Review and Oversight at ALL Levels
  - 🌀 Occurrence Reviews
  - 🌀 Senior Management Reviews
- 🌀 Focus on Fit for Duty

**The Regulator**

**Emergency  
Preparedness**

# SAFER SKIES

## BEGIN ON THE GROUND

**The Equipment &  
Readiness Posture**

**The Human**

**The Machine**





# The Regulator

- Sea State Limits for passenger Offshore Operations
- Offshore Survival suits, HUEBA + Training
- “Letters” to Operators - Fatigue Management, Human Factors and D&A
- Fatigue Management Rules in progress
- Changes in CRM Training - TRM
- The Offshore Industry **drives it**



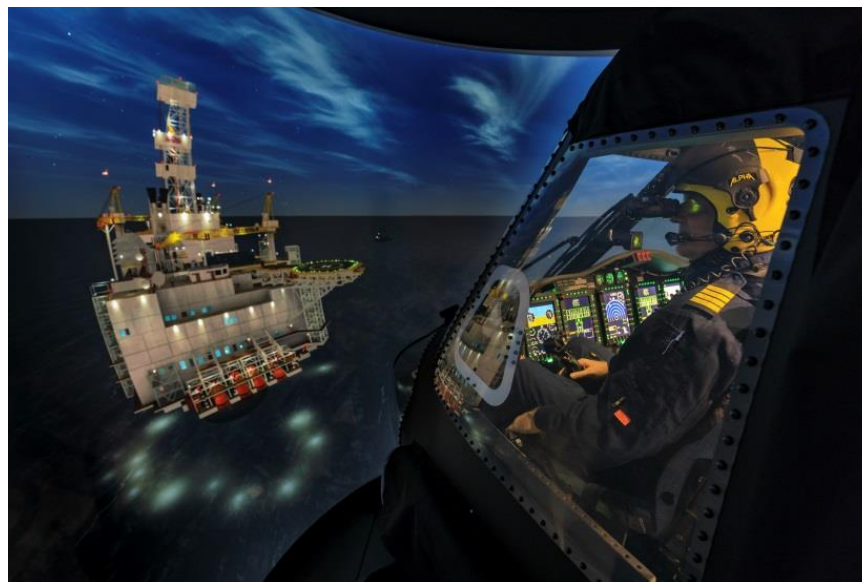
# The Machine

- Helicopter Design & Build
  - Reliability
  - Redundancy
- Operating Procedures
  - Handling Emergencies
  - Ditching Procedures
- HUMS
  - After Every Flight
  - Proactive/Predictive
- HFDM
  - Monitoring
  - Training



# The Human

- Human Factors
  - CRM to all departments
- Crew Training
  - Level D Flight Simulator
  - Located in St. John's
  - Training Fidelity
  - Training Frequency
- Fit For Duty
  - Fatigue Management
  - Drug & Alcohol Programs
- Fit For Mission
  - Flt Planning
  - Pre-Flt RAM
- LOSA



## Fit for Duty

<b>Physical</b> Physical Demands Vision Hearing	<b>Physiological</b> Fatigue Alcohol and Drugs Workplace Exposures	<b>Psychological</b> Risk Tolerance Culture Emotional state
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# Emergency Preparedness

- SAR capability and response improved
  - 24-7-365 response
  - 20 minute wheels up capability
- 24/7 Operations Control Centre
- SAR Trg Flts - Day/Night
- High Fidelity Flt Sim to support training
- SAR Night Vision Goggles



# Egress Training Simulator

- Personnel-rated aircraft ditching simulator used to prepare passengers & aircrew for a controlled or uncontrolled entry into water.
- Currently for the type in operation
- Mechanical and pushout exits match actual aircraft.
- Scenario based training - weather, lights, SOPs to match East Coast operations.



# The Equipment & Readiness Posture

- Centralized Operations & Maintenance Control Centre
- Upgraded the in-flight tracking system to be more reliable. On line aircraft systems
- Streamlined procedures - auditing

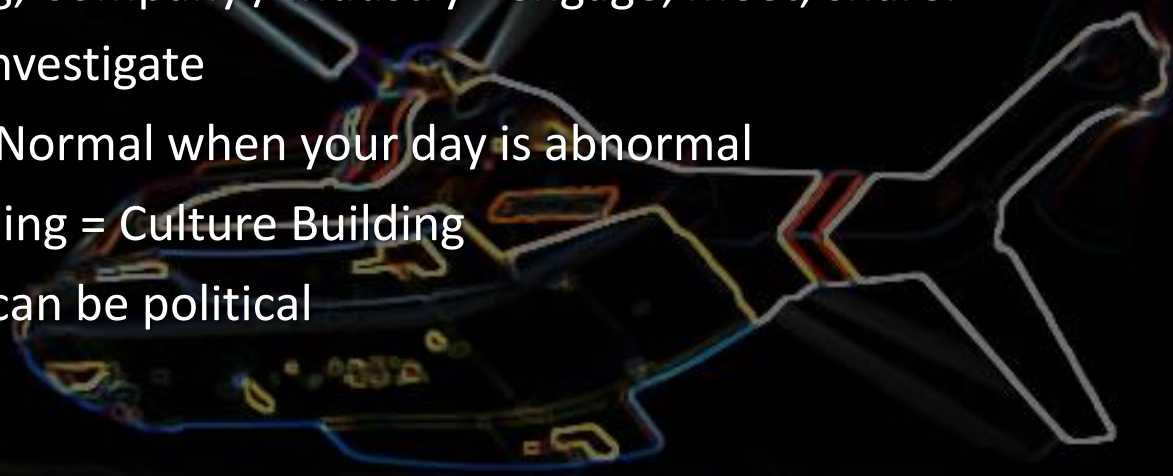






## Within our organization - Concluding

- Safety Program needs to improve productivity - if not, it is not sustainable
- InfoSharing, Company / Industry - engage, meet, share.
- Ability to investigate
- Managing Normal when your day is abnormal
- Team building = Culture Building
- Regulator can be political





Thank you