

## ZNAČAJ PRIMENE KRIZNOG MENADŽMENTA U PRIPREMI PILOTA ZA REŠAVANJE KRIZNE SITUACIJE U VAZDUHU

### THE SIGNIFICANCE OF THE CRISIS MANAGEMENT IMPLEMENTATION IN PREPARATION OF THE PILOT FOR SOLVING CRITICAL SITUATIONS IN FLIGHT

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Vladimir Grujić<sup>1</sup>, Dragan Lazić<sup>2</sup>

#### Rezime

Kriza je pratilac ali i okvir života savremenog čoveka. I zaista danas ništa nije tako izvesno kao što je kriza koja je postala ambijent u kome deluju pojedinac, organizacija ili društvo kao celina. U medijima ali i u svakodnevnoj komunikaciji ljudi, reč kriza je jedna od najčešće korišćenih reči. Ona se koristi u opisu stanja sa potencijalno negativnim konsekvencama u kome se nalazi društvo današnjice. Kriza, ma kakva bila uvodi nas u područje rizičnog postupanja. Globalna konkurencija u avio saobraćaju direktno je povezana sa potrebom korisnika usluga za povećanje kvaliteta prevoza putnika i roba, a što u krajnjem pojačava potrebu za fleksibilnošću i kreativnošću od strane avio kompanije. Avio kompanije u svakom trenutku bave se pitanjima kriznog menadžmenta jer njihovu osnovnu delatnost u suštini čini visoko rizična aktivnost transporta ljudi i roba.

Avio kompanije imaju suštinsku egzistencionalnu potrebu da rade u visoko organizovanom okruženju, kako bi precizno planirale svoje aktivnosti radi ostvarivanja svojih stratezijskih ciljeva u okviru kojih ključno mesto zauzima prevoz putnika i robe, te da tako ostvareni rezultati rada obezbede visoku konkurentnost na tržištu u okviru kojih mere bezbednosti celokupnog poslovanja zauzimaju ključno mesto. Da bi u uslovima visoke konkurentnosti realizacija ideja, događaja ili poslovnih poduhvata bila uspešna, rizik mora biti stalno analiziran i kontrolisan sa svih aspekata: proizvodnog, komercijalnog, finansijskog, tržišnog, socijalnog, političkog, institucionalnog, međunarodnog i dr. jer, praktično svi navedeni rizici mogu uticati na ostvarenje ciljeva i rezultata, što znači da u svakoj situaciji rizik mora biti sveden na najmanju moguću meru čime se obezbeđuje potpuna bezbednost transporta ljudi i roba. Rizik kao fenomen postoji koliko i čovečanstvo. Možemo reći da je on složena, stalna, neizbežna i neizvesna pojava, koja čini deo našeg života, u oblasti vazduhoplovstva, on praktično prati svaku aktivnost (kako one na zemlji, tako isto i one u vazduhu). Neosporno rizici su sadržani u svakoj aktivnosti kompanija a posebno dolaze do izražaja u toku samog prevoza putnika i robe. Oni se mogu smanjiti uvođenjem bolje organizacije, kontrolom kvaliteta, unapređenjem i racionalizacijom poslovanja, pravilnim izborom posada vazduhoplova kao i zemaljskog osoblja koje vrši podršku i njihovim stalnim obrazovanjem i obukom, zaštitom na radu i drugim merama. Kao sinonim riziku pojavljuje se naša nesposobnost i nemogućnost da u potpunosti predvidimo bilo koji događaj, čak i onaj najizvesniji.

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<sup>1</sup> Visoka poslovna škola poslovnih studija „Čačak“ - Beograd

<sup>2</sup> 101 Lovačka Avijacijska Eskadrila, Vojska Srbije

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Rizik po bezbednost obavljanja posla u avio kompanijama je oblast koja se za razliku od pre par godina sagledava kroz rad sistema u kome su integrisane različite delatnosti. Nekada je problem rizika bio posmatran u okviru izolovanih delatnosti, međutim nove metode procene integralnog rizika su nas dovele do toga da tokom obavljanja posla piloti moraju biti upoznati i sa radom drugih delatnosti (rad osoblja na pripremi vazduhoplova za let, kontrole letenja, kompanijskog menadžmenta za pripremu i planiranje leta, menadžment zadužen za bezbednost leta i dr.). Na ovaj način je otvorena priča o proceni ukupnog rizika u avio-saobraćaju.

Analize udesa vazduhoplova danas precizno dovode u vezu aktivnost svih učesnika u nekom događaju koji je doveo do katastrofe nekog aviona, tako da novije analize udesa započinju i više dana, pa i meseci od konkretnog događaja. Rad pilota je samo jedna od "kockica" u mozaiku ukupnih događaja kojoj je primarni cilj da ukaže "ko je kriv" (na žalost), a manje šta se sve desilo da bi došlo do incidenta i da li je on primenom kriznog menadžmenta mogao biti sprečen. Neosporno je da nam tehnologija danas omogućava da uđemo u suštinu svakog događaja i dođemo do velikog broja dokaznih materijala iz kojih treba izvući esenciju. Ako za primer uzmemo pad aviona ATR72 kod Sicilije, koji je bio uzrokovan nestankom goriva, videćemo da se istraga ograničila na delatnost operativaca, a nikako na primenu procedura koje su omogućile da se posada tog aviona dovede u zabludu. Takođe, pad francuskog aviona u Atlantik može ukazati na neprimenjivanje kriznog menadžmenta u pripremi pilota za konkretan let. Međutim, ono što nas može ohrabriti je promena stava prema sagledavanju ukupne odgovornosti koja se sada sve više posmatra kroz formu uzastopnih "sistemskih", a ne izolovanih individualnih grešaka, što u suštini posebnu težinu daje primeni kriznog menadžmenta u vazduhoplovstvu.

Primenom kriznog menadžmenta od strane vazduhoplovnih kompanija svaka aktivnost koja je uključena u pripremu posade i vazduhoplova za određeni zadatak – let, dobija na težini i značaju. Osnovna prednost nove percepcije leži u činjenici da svako mora da prihvati svoj deo odgovornosti, a pre svega vazduhoplovne vlasti i kompanije. U udesima aviona, na primer kod grada Bafala u SAD, istražni organi su otkrili niz proceduralnih propusta koji su doveli do pada aviona Q400. NTSB (National Transportation Safety Board) je putem FAA (Federal Aviation Administration) pokrenuo istragu sporednih delatnosti kompanije, aerodromskih vlasti, pa i školskih centara koji se bave obukom pilota i tehničkog osoblja. Pokretanje istrage je dovelo do celovitog sagledavanja ovog udesa, tako da su se na meti inspekcija našle vazduhoplovne škole, aerodromi, kompanije koje obavljaju regionalni saobraćaj, pa i same vazduhoplovne vlasti koje su svojim propustima dovele do toga da drastično opadne nivo bezbednosti vazdušnog transporta. U konkretnom slučaju bila je potrebna saglasnost Kongresa koji je stajao iza svake odluke NTSB-a. Očigledno, politički konsenzus je preduslov da bi se od individualnog sagledavanja krivice prešlo na analizu propusta u procedurama, što je otvorilo pitanje zašto krizni menadžment nije bio primenjen. Sagledavajući političke prilike u Evropi, teško možemo zamisliti da će Evropski parlament ili parlamenti zemalja članica EU, ali i onih koje nameravaju da postanu punopravni članovi EU, dati određene ruke nezavisnim istražiocima koji bi svaki incident u potpunosti analizirali i ukazali na pojedinačne greške izvršioca u okviru različitih sistema, kao i utvrdili suštinske propuste u primeni kriznog menadžmenta u konkretnoj situaciji.

Težićemo da ovim radom prikazemo da kompletna analiza jedne avionske nesreće može da nam otkrije upravo problem odgovornosti u primeni kriznog menadžmenta koji je uvek individualni, umesto da se posebna pažnja obrati na otkrivanje proceduralnih grešaka koje su na kraju dovele do nesreće. U suštini putem prikaza konkretne simulacije leta TUI TS-LBB kompanije TunInter može da se sagleda ogroman broj proceduralnih propusta koji su doveli u zabludu kapetana na datom letu da donese pogrešnu odluku a njen rezultat na kraju da bude pad aviona.

Na ovom primeru situacije u vazduhu i neprimenjivanju osnovnih pravila kriznog menadžmenta (poštovanju procedura i njihova striktna primena) ni u jednom momentu neće biti usmerena na eliminisanje pojedinačne odgovornosti članova posade, ali će ukazati da su greške koje su činjene

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od strane tehničkog osoblja koje je radilo po ustaljenim procedurama a koje su imale niz slabosti omogućile izazivanje nesreće. U sledu proceduralnih grešaka otkriva se da I procedura rada na ček listi imala ozbiljnih slabosti koje su logički bile vidljive ali su se svi I dalje držali propisane procedure.

Analiza situacije konkretnog leta TUI 1153 otkriva nam da krizni menadžment nije bio zastupljen od strane kompanije TunInter što je otvorilo mogućnost narušavanju bezbednosti pri obavljanju vazdušnog transporta, a što je za posledicu imalo gubitak ljudskih života i uništenje vazduhoplova.

Krizni menadžment u vazduhoplovstvu se može odrediti kao skup funkcija ili procesa koji imaju za cilj da identifikuju, izuče i predvide moguće krizne situacije i uspostave posebne procedure koje će kompaniji omogućiti da spreči krizu ili da se sa njom izbori i da je prevaziđe.

**Ključne reči:** Krizni menadžment u vazduhoplovstvu, avio kompanija, pilot, posada, kriza, vazduhoplov, nepredvidjena situacija, loša procena, procedure, udes vazduhoplova

## Summary

Crisis is a constant part but also a frame of everyday life of a modern man. And truly, nothing is as certain today as the crisis that has become the ambient in which the individual, organization or society function. In media as well as in everyday communication between people the word crisis is one of the most commonly used words. It is being used to describe the conditions with possibly negative consequences for today's society. Crisis, no matter what kind, leads us into the area of risky conduct. Global competition in the air traffic is directly connected with the need of the users for the better quality of passenger and goods transport, which in the end increases the need for flexibility and creativity in the carriers. Carriers are dealing with crisis management on daily basis since their basic activity is highly risky, transport of people and commodities. They have basic existential need to operate in highly organized environment, in order to precisely plan out their activities to accomplish their strategic goals which are centred on the transportation of people and commodities in such way that they ensure high competition in the market that demands security and safety of the business. In order for the realization of the idea, events or business endeavours to be successful, the risk must be constantly analysed and controlled in all aspects: production, commercial, financial, market, social, political, institutional, international etc., because practically all these risks can influence the realization of the goals and results, and that means for every situation the risk has to be minimal, thus insuring complete safety in transport of people and commodities. Risk as such exists as long as humanity. We can say it is complex, constant, unavoidable and inevitable presence, part of our lives, and in the air traffic it is following practically every activity (on the ground as well as in the sky). Without a doubt risks are part of every carrier's activity, and are especially brought out during the transport of people and commodities. Risks can be reduced with implementing better organization, quality control, improving and rationalization of the business, correct choice of the flight crew as well as the ground crew which does the maintenance and constant training and education, safety engineering and other. As the synonym to the risk there is our inability to predict in full any event, even the most possible one.

Safety risky doing a job in air transport is the area that, unlike several years back, is viewed as a system that integrates different activities. Formerly the risk was observed through isolated activities, but the new methods of assessing the integrated risk have brought on that the pilots must know other tasks that are being performed (preparation of the aircraft for flight, flight control, company management for preparation and planning of the flight, security management etc.). This way the total risk assessment in air traffic is open for discussion.

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Aircraft accident analysis today precisely link the activities of all the participants in the event that led to the catastrophe of the airplane, so newer analysis of the accident begin from the period of days and even months prior to the event in question. Duties of the pilot are just a „tile“ in the mosaic of all the events that is primarily to conclude „who is responsible“ (unfortunately) and less to show everything that happened and if the crisis management implementation could have prevented the incident. Without a doubt today’s technology enables us to get into the core of every event and helps us obtain lots of evidence that are to be used to extract the essence. If we take, for example the ATR 72 that crashed near Sicily, because of the loss of fuel, we will see that the investigation was limited to the activities of the operative staff and not to the implementation of the procedures that enabled the flight crew to be misled. Also, crash landing of the French airplane into the Atlantic can point to the fact that pilots were not implementing crisis management in preparation for specific flight. In any case we can be encouraged that there is a change of the attitude toward acknowledgment of the total responsibility which is more and more viewed as a set of „systematic“ mistakes, and not isolated individual mistakes, and this essentially makes crisis management in the air traffic more important.

By using the crisis management by the carriers every activity that is included in preparation of the crew and aircraft for the certain task – flight gets new meaningfulness and importance. Basic advantage in this perception is that everyone has to accept the responsibility, foremost airway authorities and companies. In the airplane accidents such as the one near the city of Buffalo in the United States, investigators discovered the entire string of procedural oversights that led to the crash of the Q400 airplane. NTSB (National Transportation Safety Board) initialized the investigation with FAA (Federal Aviation Administration) regarding the secondary activities of the airline carrier, airport authorities, even school centres that provided training for the pilots and technical staff. Launching the investigation resulted in thorough view of this crash so aviation schools, airports, regional carriers and even the authorities were inspected because their oversights led to drastic decrease of the air traffic safety. Specifically here they needed Congress’ approval was needed for every decision made by NTSB. Obviously political consensus is prerequisite to switch from individual to procedural omission analysis, and that begged the question why crisis management wasn’t implemented. Looking at the political situation in Europe it is hard to imagine that European Parliament or the parliaments of countries members of EU or those that intend in becoming full members will give free hand to independent investigators who would investigate every incident in the full and point out individual mistakes of the performer within different systems and ascertain substantial omissions of the crisis management in the given situation. We will use this work to show that complete analysis of the airplane accident can uncover the very problem of responsibility in use of crisis management that is always individual instead of paying special attention to procedural mistakes that ultimately led to the accident. By showing the simulation of the flight TUI TS-LBB from TunInter we can see huge number of procedural omissions which misled the captain of the flight to make the erroneous decision that resulted in the crash. This example of situation in the air and lack of following the rules of crisis management (following the procedures and implementing them in full) will not even for the moment try to eliminate the individual responsibility of the crew members, but it will also show that the mistakes made by the technical staff, who used the standard procedures which had many weakness also contributed to the incident. In the string of procedural mistakes it is revealed that even the procedure on the check list had serious weaknesses that were logically visible but still, everybody followed them. Analysis of the situation of the flight in question, TUI 1153 shows that crisis management was not implemented by the company TunInter and this enabled security breach in air transport, which led to loss of lives and the destruction of the aircraft. Crisis management in the air traffic can be characterized as the sum of functions and processes that have the goal to identify, study and predict possible critical situations and implement special procedures that will enable the company to prevent the crisis or to fight it off and overcome it.

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**Keywords:** Crisis management in the air traffic, air company, pilot, crew, crisis, aircraft, unforeseen situation, bad judgement, procedures, aircraft accident