
You have had one July NEWSLETTER - You get this one free

Thank you to all those who have already responded to the recent issue. This edition will be the last in the current season before our traditional *Holiday* number in August. I am sure that the main issue at the moment for many of you will be flood related, whilst this important matter can probably be left for others to consider, we would always wish to hear about people's *reactions to and perception of* the current phenomenon.

This month's Features:

1 of 3 - Under extreme stress

Following on from additional comments about police officers in *NEWSLETTER No. 15* in April relating to **temporary autism** in firearms.

Appendix 1 attached

2 of 3 - Command - another context

Our Group's attention has been drawn to some interesting comments on "captainitis" - the flip side of our Pilot Fatigue feature

Appendix 2 attached

3 of 3 - Pilot Fatigue

In this second and concluding part of Kathryn Jones (BALPA) article we find out how the airline industry sets out to

Appendix 3 attached

All this has meant that our continuation of the feature on the **High Management Scenario** has had to be carried forward. The information provided by a number of our members, including a useful HR response from E.J.Sankey to last month's **Human Capital etc.** article, has provided much useful data towards this work which will now be dealt with as a **Special Feature** in our September issue. Should be a good start to the new season.

Next *NEWSLETTER* will be out in August for that *deckchair read*. In the meantime, comments are welcome on any people or communication related topic.

Bruce Widdowson
Secretary

e-mail bruce.writer@btinternet.com Tel. 0115 986 3254

Appendix 1

Under extreme stress

Following on from additional comments about police officers in *NEWSLETTER No 15* in April relating to **temporary autism** in firearms situations, further information has been provided from the work of author, Dave Grossman, who argues:

“the range in which stress improves performance is between 115-145 heartbeats per minute. After 145 complex motor skills start to break down. Doing something with one hand and not the other becomes difficult. At 175 we begin to see breakdown of cognitive processing . . .The forebrain shuts down and the mid-brain – that part that is the same as your dog’s (i.e. the limbic system) reaches up and hijacks the forebrain.

“have you ever had tried to have a discussion with a frightened human being? You can’t do it. . .You might as well try to argue with your dog.”

Editorial comment

Thanks again to Shaun Delaney for this research. So we are back to the old **Triune Brian** scenario are we? See *NEWSLETTER No 11* Nov 06 – Human Emotions Supplement.

Well, now we have heart beat data – it will be interesting to refer back to that later in the year when we try and tackle actual solutions to some of these problems that have been identified.

Appendix 2

Command – another context

Our Group’s attention has been drawn to some interesting comments on “captainitis” – the flip side of our Pilot Fatigue feature. Pauline Bird has read an article in *Harvard Business Update* – the term refers to the refusal of junior team members to take responsibility and challenge a patently wrong decision of a senior colleague. The interesting thing is that pilots even do this when they are likely to get killed as a result!

Editorial Comment:

Thanks Pauline, your regular e-mails in support of the Group is appreciated. This finding must be important in the area of People Risk . Of course, the opportunity to “challenge” a senior colleague in a military or similar uniformed service is much harder than in a civilian context. We must look into this further at a future date – in the meantime, lets hear from Kathryn Jones again:-

Appendix 3

Pilot Fatigue 2

In this second and concluding part of Kathryn Jones (BALPA) article we find out how the airline industry sets out to tackle this problem.

“A steering group consisting of the pilots and airline management, works to gather, assess and implement the findings. Also, training programmes are developed for the airlines stakeholders (circadian rhythm ([more later on, Ed](#)), sleep hygiene, etc.). However, both sides often develop self interest and will be prepared to go against the guidelines if it doesn’t break a hard rule.

“I am working on the group for FRMS ([Fatigue R.M. Systems](#)) for the pilots in the UK and also for our International umbrella organisation. We have been involved in drawing up guidelines for the system which will be presented for inclusion in International Civil Aviation legislation. I recently gave a presentation of the pilots’ perspective of FMRS at the UK Civil Aviation Authority’s airline workshop.

“Pilots have traditionally felt that a detailed set of prescriptive rules was the best method in protecting them against fatigue. They have doubts about the role of the additional tool of FRMS (it would never be a stand alone system). Ideally, it would take the prescriptive rules and surround them like a piece of string (not elastic), so if you wanted to work outside the rules you move the string but this provides mitigating measures as other areas can no longer be used. Again the naturally cautious pilots are wary of how an airline may use this tool, especially as it is not a black or white decision. The culture of the company is crucial to the success of FRMs, which creates one of the biggest challenges to its effective use.”

Editorial comment

Thank you, Kathryn, for this contribution. Two matters come straight to mind:

1 of 2) The dictionary definition of “circadian rhythm” (the word *circadian* was only introduced in the 1950s) relates to biological processes recurring naturally on a twenty-four-hour cycle.

On typing these words into my search engine, I find a lot of additional data on the Internet, which I can recommend. Apparently, there are 3 types of the complaint: “Jet Lag”; “Shift Work” and “Delayed Sleep Disorder” – the latter is the type when the patient repeatedly has trouble getting to sleep and trouble waking up. I must say when I have experienced this on occasions, it has been at times of personal stress and worry.

2 of 2) I perceive that the words “. . . *detailed set of prescriptive rules was the best method of protecting. . .*” was the key to safety in a uniformed and structured and disciplined service. Moving onto the words “. . . *ideally, it (the FRMS framework) would take the prescriptive rules and surround them like a piece of string (not elastic) . . .*” is this the key to the way forward? Could this type of “string fence” around rules have other applications, even for the armed police officer - I’m struggling a bit now, I need some “group think in the decision process” - anyone out there with any ideas?