Introduction to “Just Culture”

Presented to: ATS Incident Analysis Workshop
By: Rafael D. L. Quezada, International Programs Officer (FAA Air Traffic Organization)
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Safety Culture – Safety Self Evaluation

1. With regards to Incident Reporting and Investigation, do you believe your organization operates with a “Just Culture” or a “Blame Culture”?

2. Do you know how to file an Unsatisfactory Condition Report for incident reporting?

3. Do you report all safety related occurrences (events), irrespective of seriousness?

4. Do you report every safety related occurrence that you consider might pose a serious risk to safety?

5. Does your supervisor encourage you to report all safety events?

6. Do you ever see feedback from the aircraft operator(s) about incidents involving your organization?

7. Do you receive personal feedback in a timely manner (1 month) following submission of a safety observation and/or occurrence?

8. Do you feel that safety observations or event reports you have submitted were valued and acted upon?
Overview

• Positive Safety Culture
• “Just Culture” Defined
• Issues and Barriers
Safety Culture is a way safety is perceived and valued in an organization. It represents the priority given to safety at all levels in the organization, and reflects the real commitment to it.
Aspects of a Positive Safety Culture

Positive Safety culture

Informed culture
People are knowledgeable about the human, technical, organizational and environmental factors that determine the safety of the system as a whole.

Flexible culture
People can adapt organizational processes when facing high temporary operations or certain kinds of danger, shifting from the conventional hierarchical mode to a flatter mode.

Learning culture
People have the willingness and the competence to draw conclusions from safety information systems and the will to implement major reforms.

Reporting Culture
People are prepared to report their errors and experiences.

Just culture
People are encouraged (even rewarded) for providing essential safety-related information. However, there is a clear line that differentiates between acceptable and unacceptable behavior.
What Is a Positive Safety Culture?

• Personal dedication and accountability
• Pervasive safety thinking
  Questioning attitude
  Commitment to excellence
  Commitment to improve (resist complacency)
• Attitudinal and structural elements
  Individual attitudes and behaviors
  Organizational processes, methods, and culture
• Behavior that strives for innovative solutions
  Beyond simple adherence to procedures
What Is a Positive Safety Culture?

SAFETY CULTURE

Organizational Factors
- Just Culture
- Reporting Culture
- Learning Culture

Individual Factors
- Flexible Culture
- Risk Perception
- Attitude to Safety
- Safety Behavior
- Influence organization
- Influence individual

Influence organization
Influence individual
Group Discussion

- What can your organization do to begin developing the safety culture described earlier?

- How will your organization benefit from the implemented safety culture described?

- What can you do after this workshop to start the program in your organizations/States?
Safety Culture – Maturity Indicators

Pathological: Why waste time on safety?
Reactive: We’ll do something when we have an accident
Calculative: We have systems in place to manage similar risks
Proactive: We are always on the alert for risks that might emerge
Generative: Managing risk and safety is integral to everything we do
Overview

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• Issues and Barriers
Definition of “Just Culture”

• Recognized worldwide as the foundation of a healthy organizational Safety Culture.

• Definition:
  • “A culture where staff are not punished for actions, omissions, suggestions, or decisions taken by them that are commensurate with their experience and training…
  • But where gross negligence, wilful violations and destructive acts will not be tolerated.”
Why is Just Culture Important

• Frequent and open reporting is **normal**…

• So we **continue** to learn safety lessons from the past…

• Risks are **openly and honestly** discussed

• Making both the present and future **safer**

• Leaving us with an honest and **self analytical** approach to who we are…

• and **what we want to be**.
Challenging Our Assumptions

How safe are we…

And how do we know?
The “Incident Iceberg”

- 1 Major Incident
- 10’s of Minor Incidents
- 100’s of Near-Incidents
How do you measure for Just Culture?

1. Safety Incident Reporting Examples
   - % total reports that are Voluntary
     - e.g. 33% of 7500 reports!
     - % of incidents resulting in punishment

2. Internal Safety Surveys
   - # of staff surveyed per year (or # reports)
   - % issues followed up/resolved
   - % feedback to comment originator

   - What targets should we set?
   - How can we help each other to achieve them?
Group Exercise

1. Identify 3 Safety Culture Metrics for your organization
   • Metrics = Measurements
   • Use “SMART”: Specific, Measurable, Achievable, Realistic, Time-bound

2. Set a quantitative Target (# or %) for each

3. Describe how your organization should promote, support and monitor progress
   • Incident Reporting
   • Training and Competence
   • Internal Safety Surveys
Exercise: Targets and Metrics

1. Incident Reporting

- Monitor overall # incidents reported; use a standard reporting schema and look for trends
- Voluntary %: Target at least 10% of total reports to be voluntary (increase annually)
- Minor v Major incidents: Monitor ratio of minor-mod-major incident reports. Target increase over time.
- Target 100% of reports to have evidence of direct feedback being provided to originator
- Monitor % of reports related to repeat incidents. Target reduction over time
2. Training and Competence

• Safety Awareness briefings to 100% of staff at least 2 times/year

• Target 100% of ATC/Eng staff with full evidence of all required qualifications: education, English, rating, competence, proficiency (if data is available)

3. Internal Safety Surveys

• Perform at least one Annual Safety Survey for each of ATC and Eng (minimum 30 staff each) per year

• 100% of significant findings acted upon

• Feedback supplied to 100% of participants
Exercise: Targets and Metrics

- **Agree a measurement frequency for each Metric**
  - Usually a 6-12 month period
- **Secure top-level buy-in**
  - Embed Safety Culture Metrics into top level organizational goals
- **Provide support and templates**
  - Develop user guide and access information
  - Safety awareness briefing material
  - Safety survey template
Overview

• Positive Safety Culture
• “Just Culture” Defined
• Issues and Barriers
Issues and Barriers

• Laws
• Politics
• Leadership
• Understanding of Just Culture
• Commitment
• Expectations
• Acceptance
• Perceptions
Issues and Barriers

- Dependent on Willingness of Staff
- Necessary to Defeat Unacceptable Behaviors of Non-Reporting
  - Avoiding Embarrassment
  - Reprisal
  - Create Work for the Supervisor
  - Workplace Harmony
  - Sanctions
- Determining Acceptable and Unacceptable
FAA Voluntary Safety Reporting Programs

- **Air Traffic Safety Action Program (ATSAP)**
  

- **Technical Operations Safety Action Program (T-SAP)**

- **Aviation Safety Action Programs (ASAP)**

- **Unsatisfactory Condition Reports**
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Questions?