# Creating a Positive Safety Culture

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# Creating a positive safety culture

## Key Topics

- ➚ ECAST Safety Culture Framework
- ➚ Safety Culture Assessment
- ➚ Safety Culture Discussion Cards

# Culture



↗ Culture binds people together as members of groups

↗ Influences values, beliefs and behaviours

↗ Provides clues as to how to behave in both normal and unusual situations

# Community Cultures



National

Organizational

Professional

Safety Culture

# Why is Safety Culture Important?



Photo by Tambako The Jaguar

↗ Safety culture has been shown to be a key predictor of safety performance

↗ It is the difference between a safe organization and an accident waiting to happen

# ECAST Safety Culture Framework

**ECAST**
Component of ESSI
European Strategic Safety Initiative

**Safety Management System and Safety Culture Working Group (SMS WG)**

SAFETY CULTURE FRAMEWORK
FOR THE ECAST SMS-WG

2009

Authors:
Piers, Montijn & Balk
Dutch National Aerospace
Laboratory (NLR)

↗ Explains the safety culture concept and provides a clear definition

↗ Describes fundamental components of the safety culture framework

↗ Asserts that safety culture maturity can be assessed and managed

↗ How to evaluate safety related behaviors

↗ How to build a safety culture maturity checklist

ECAST Safety Culture Framework

# Safety Culture – high level definition

↗ Safety Culture is the set of <u>enduring values</u> and <u>attitudes</u> regarding <u>safety</u>, <u>shared</u> by <u>every</u> member of <u>every</u> level of an organization

"The band is no better than it's weakest player"

# ECAST Safety Culture Framework

↗ Six main components (or 'Characteristics')

 ↗ Commitment

 ↗ Behaviour

 ↗ Justness

 ↗ Information

 ↗ Awareness

 ↗ Adaptability

# Commitment

↗ The extent to which every level of the organization has a positive attitude towards safety and recognizes its importance



Photo by NASA Goddard Space Flight Center

# Behaviour

↗ The extent to which <u>every level</u> of the organization behaves such as to maintain and improve the level of safety

↗ We are all accountable for our actions

↗ The ramifications for those actions depends on the type of behavior exhibited and the intent



Photo by Stefan Kloo

# Justness (a.k.a. Just Culture)

↗ Safe behaviour and reporting of safety issues are encouraged or even rewarded and unsafe behaviour is discouraged –

↗ but is also be a clear line drawn between acceptable and unacceptable behavior





Photo by Patrick Seabird

{Source- Skybrary}

# Principles of a Just Culture

↗ ***A Just Culture does not mean 'No Blame' Culture***

　↗ No Blame implies that anyone who reports has immunity

　↗ Openly reporting an incident doesn't absolve personal responsibility

↗ ***A Just Culture does not mean corrective action cannot be taken***

　↗ Errors and mistakes can still result in re-training, re-examining, counselling, etc.

　↗ We need to ensure competency and safety of staff and crew

# Just Culture Human Behavior Navigator

# Information

↗ Employees should be encouraged to report safety concerns

↗ How information is distributed throughout the organization

↗ Information must be communicated in the right way to the right people to avoid miscommunication
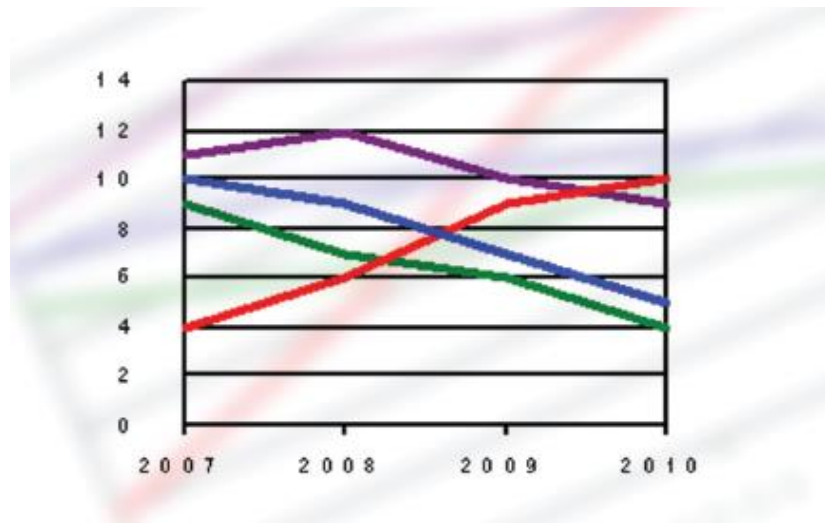

Photo by Fabio


Photo by Steven Shorrock

# Awareness

↗ Awareness reflects the extent to which employees and management are aware of the risks for themselves and for others implied by the organization's operations

# Adaptability

↗ The extent to which employees and management are willing to learn from past experiences and are able to take necessary action to enhance the level of safety within the organization
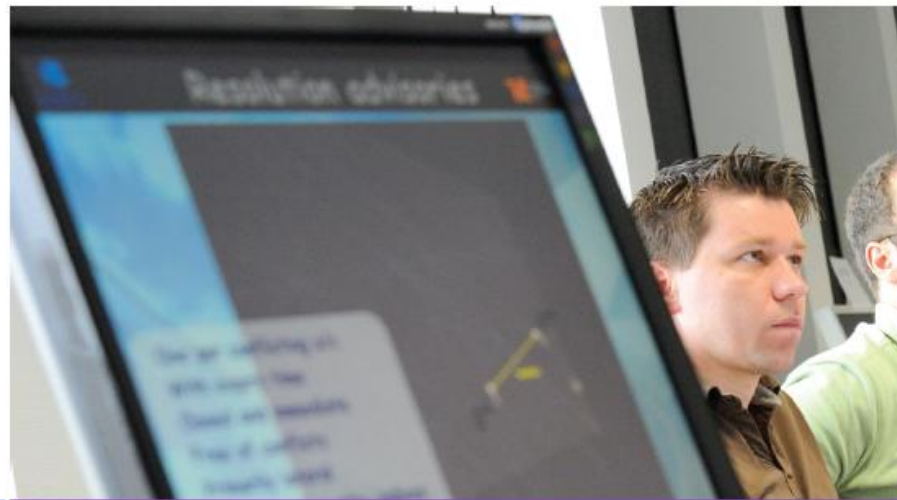
# Safety Culture Assessment

↗ By adopting the definition and main components of Safety Culture framework, a common understanding and language of Safety Culture is established

↗ This will facilitate the ability of different types of organisations to communicate about Safety Culture, to learn from each other, and to work on safety culture together

# Safety Culture Characteristics & Indicators

## Commitment - Management concern
- Perception of importance of safety
- Prioritization of safety
- Safety procedures and requirements
- Personal involvement and responsibility for safety

## Behavior
- Employee behavior with respect to safety
- Mutual expectations and encouragement
- Job satisfaction
- Adequate equipment

## Awareness
- Attitude towards unreported hazards
- Awareness of job induced risk
- Concern for safety

## Adaptability
- Pro-activity to prevent negative happenings
- Actions with respect to negative happenings
- Employee input

## Information
- Availability of information
- Communication of work related information
- Training
- Safety issues reporting system
- Willingness to use the reporting system
- Consequences of safety reports
- Communication of safety related information
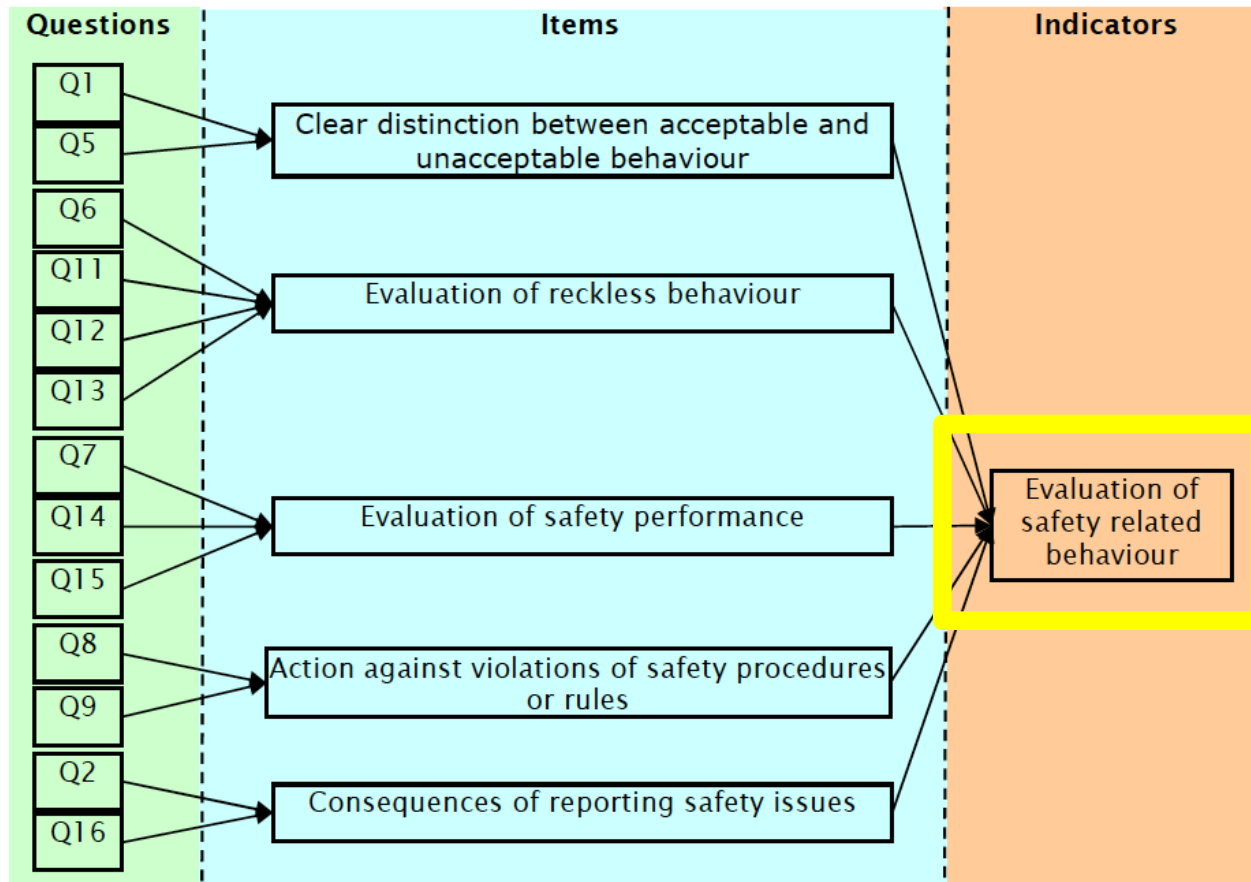- Information exchange about safety issues

## Justness
- Evaluation of safety related behaviours
- Perception of evaluation
- Passing of responsibility
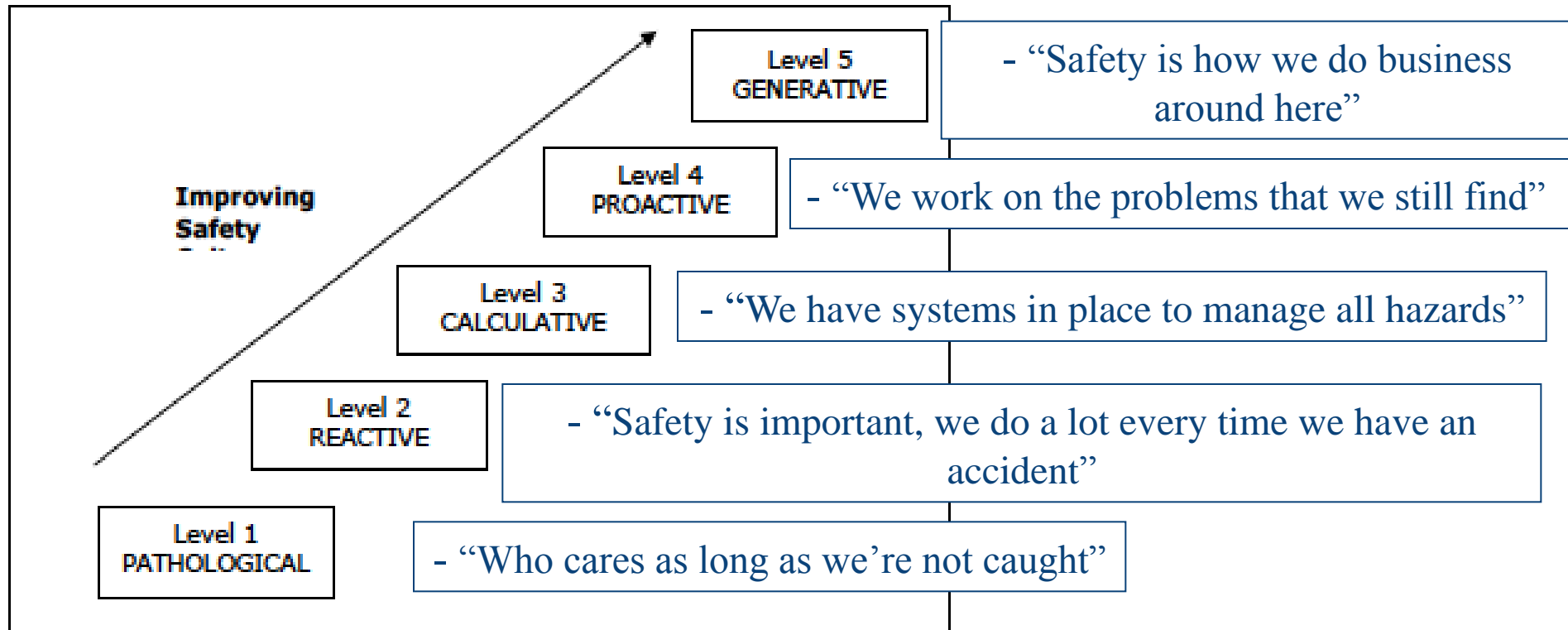
# Safety Culture Characteristics & Indicators

## Justness

- Evaluation of safety related behaviors
- Perception of evaluation
- Passing of responsibility

# Justness Indicator, Items and Questions
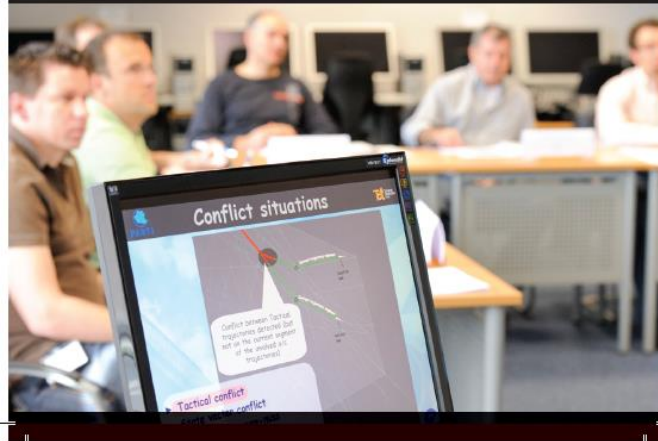
# Assessing Safety Culture Maturity



**Improving Safety**

- **Level 5 GENERATIVE** – "Safety is how we do business around here"
- **Level 4 PROACTIVE** – "We work on the problems that we still find"
- **Level 3 CALCULATIVE** – "We have systems in place to manage all hazards"
- **Level 2 REACTIVE** – "Safety is important, we do a lot every time we have an accident"
- **Level 1 PATHOLOGICAL** – "Who cares as long as we're not caught"

# Safety Culture Discussion Cards

Developed help improve safety culture by:

➢ Promote ownership and provoke discussion

➢ Educate

➢ Enable flexible use

➢ Reinforce memory

➢ Bridge the gap between theory and practice

Safety Culture Discussion Cards

# 1. Management commitment

1a  Safety Culture  EUROCONTROL

**Management Commitment**

**Who cares about safety?**

Does it feel like your organisation genuinely cares about safety?

The messages within an organisation determine whether people feel that safety is a genuine concern, a bureaucratic formality, or a hindrance. What messages about safety do you receive…and give?

*Photo by Marco Bellucci*

**Card 1a**
'Who cares about safety?'

# 2. Resourcing

2a  Safety Culture  EUROCONTROL

**Resourcing**

**Get help**

Do we have sufficient specialist safety support?

Sometimes specialist safety support is needed to properly integrate safety in the activities of the organisation. How can we ensure we have the specialist support that we need?

*Photo by Dimitri N.*

**Card 2a**
'Get help'

# 3. Just culture, reporting & learning

3a  Safety Culture  EUROCONTROL

**Just Culture, Reporting & Learning**

**Speak up**

Do you feel free to raise safety concerns?

How we all react to the safety concerns of others can influence whether or not they raise them in the future. Is voicing concerns about safety encouraged?

*Photo by Howard Lake*

WHAT DO YOU WANT TO CHANGE HAVE YOUR SAY

**Card 3a**
'Speak up'

# 4. Risk awareness and management

4a  Safety Culture  EUROCONTROL

**Risk Awareness & Management**

OPS **Safe procedures**

Do you often have to deviate from procedures?

Procedures should be designed to apply to most situations. When you often need to deviate from procedures, it can be a sign that things are 'drifting into danger'. How do you make sure the service remains safe?

*Photo by Greg Bishop*

**Card 4a**
'Safe procedures'

# 5. Teamwork

5a  Safety Culture  EUROCONTROL

**Teamwork**

**Us, or Us and Them?**

How well does your team work with other teams?

Sometimes working relationships can threaten safety. How does your team interact with other teams?

*Photo by Tableatny*

**Card 5a**
'Us, or us and them'

# 6. Communication

6a  Safety Culture  EUROCONTROL

**Communication**

**Share**

How well do you, your team and your organization share safety related information?

Open sharing of safety information is vital to highlight risks and good practices so that others can learn and act. What can you do to open the lines of communication?

SHARE YOUR IDEAS

**Card 6a**
'Share'

# 7. Involvement

7a  Safety Culture  EUROCONTROL

**Responsibility**

**Know your relevance**

How is your work relevant to ATM safety?

Directly or indirectly, we are all supporting safety, whether we realise it or not. Recognising our contribution to ATM safety helps us to focus on the things that matter. How could you better understand your role?

**Card 7a**
'Know your relevance'

# 8. Responsibility

8a  Safety Culture  EUROCONTROL

**Involvement**

**Involve. Get involved**

Are you sufficiently involved in safety-related activities?

Safety isn't someone else's job. We all need to participate in safety-related activities such as projects, procedures, surveys, training, or awareness campaigns. How can you get more involved?

**Card 8a**
'Involve. Get involved'

EUROCONTROL

## Just Culture, Reporting & Learning

# How to report

Do you know how to report situations that may compromise ATM safety?

Knowing how to report occurrences should be simple, but it's not always the case. How can reporting be simple and easy enough for everyone to understand and do?

EUROCONTROL

## Management Commitment

# Managing risk

How do we manage the safety risks of changes to the organisation, systems and procedures?

Many types of changes within the ANSP can present new safety risks, or change existing risks. Unless these changes are assessed, the risks may take us by surprise. How can we best assess and manage the risk from the different types of changes?

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**Teamwork**

# Handling negativity

How do you handle people who have a
negative attitude to safety?

Occasionally, there are people whose attitude to safety is
so negative that colleagues do not want to work with
them. What is the most productive way for you or the
team to improve the situation?

*Photo by Shawn Taylor*

EUROCONTROL

**Communication**

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organization share safety related information?

Open sharing of safety information is vital to highlight risks
and good practices so that others can learn and act.
What can you do to open the lines of communication?

SHARE YOUR IDEAS

*Photo by Walter Parenteau*

# Closing Thoughts

↗ A strong Safety Culture -- a vital condition to a well functioning SMS

↗ It is possible to have a good Safety Culture without a formal SMS

↗ But is not possible to have an effective SMS without a good Safety Culture

# Organisational Culture backbone


In this airline, safety is first

- ↗ "We put safety first" (Vision statement)
- ↗ "Safety comes first" (Safety Policy)
- ↗ Chief Executive is ACCOUNTABLE for safety
- ↗ All employees are RESPONSIBLE for safety
- ↗ Requires a 'Just Culture'

# A Just Culture enables an effective Reporting Culture

↗ Open reporting is extremely important to any SMS

↗ Encourages reports on incidents and accidents (reactive)

↗ Encourages reports on threats and hazards (proactive)

↗ Allows appropriate & timely safety actions to be taken

# An Effective Reporting Culture leads to a Learning Culture

↗ Must learn from our own mistakes and those made by others

↗ Timely information to all staff essential

↗ Feedback loop into the company training machine

   ↗ classroom and simulator sessions, online learning and other training packages and devices. Feed back into policies, procedures and guidelines.

# A Learning Culture leads to an Informed Culture

↗ Management and staff have current knowledge of all the factors that determine the safety of the system as a whole

↗ Apply appropriate quality and risk management processes as part of decision making

↗ Appraise new systems and procedures for any safety implications.

↗ Identifying threats & hazards and managing those risks by conducting risk assessments before making any changes.

↗ "In most important respects, an informed culture is a safety culture" (Reason, 1997)

# Safety culture

↗ A construct

↗ An outcome, not a process

↗ The introduction of safety management concepts lays the foundation upon which to build a safety culture

↗ Safety culture cannot be "mandated" or "designed", it evolves.

↗ It is generated from the "top-down"