

Making it a Just Culture

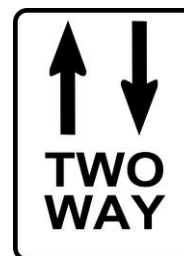


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Just Culture. Two-Way Street

- Requires commitment from both management and line employees
- This presentation will focus on **management's responsibilities** in establishing and maintaining a Just Culture



Is Your Safety Policy Truthful?

Safety Policy Statement

The XXX Safety Policy directly reflects the company's commitment to safety in the workplace, operations, and a positive safety culture. This policy applies to all personnel and every aspect of the company's activities.

XXX utilizes a Safety Management System ("SMS") to reduce risk of injury to personnel, to prevent accidents, minimize damage to equipment and property, and to work proactively towards identifying and reducing the existence of hazards and/or risk in the workplace.

It is XXX's corporate policy to identify and comply with all applicable federal laws and regulations regarding safety in the workplace. XXX strives to incorporate aviation industry "best practices" concerning safety and provides each employee with a safe and healthy working environment. Safety and risk analysis is an integral component of all company decision making processes.

The Accountable Executive is Mr. XXX who is President of XXX. As Accountable Executive, Mr. XXX is responsible for all operations and activities authorized under the certificates, and accountable on their behalf, for meeting the requirements of the Federal and local Regulations. The SMS Program is managed under the Accountable Executive's authority by the SMS Manager who reports directly to the Accountable Executive.

No single person in the company holds veto power in matters which require a group approach to ensure a safe work place.

Every employee is required to take both a proactive and preventative approach to safety. Every employee must take steps to immediately mitigate hazards where the need exists and to report the hazard or incident through the appropriate company reporting procedure.

Disciplinary action shall not be taken against an employee who acts to prevent an injury or who reports any accident, incident or hazard. All employees are required to abide by the standards and procedures set forth in the Safety Management Manual.

Elements such as illegal activity, negligence, acts of willful misconduct, or undue care and attention, shall be considered to be outside the scope of this Policy and shall be dealt with in accordance with the company's "Standards of Conduct Policy".

A safety policy is an implied contract between Management and employees!

Are Exhortations Effective?

General Safety Rules

- **OBEY** all warning signs
- **FOLLOW** all safety procedures
- **DO NOT** take shortcuts
- **DO NOT** engage in horseplay
- **USE** common sense

What is Safety Culture?

- ▶ Safety culture is the enduring value and priority placed on safety by everyone in every group at every level of an organization
- ▶ Includes:
 - Personal responsibility for safety
 - Preserving, enhancing, and communicating safety concerns
 - Learning, adapting, and modifying (both individual and organizational) behavior based on lessons learned from mistakes

Source: Wiegmann et al. (2002)

Leadership Styles



- Aggressive/harsh approach
- Profitability at expense of employee well-being:
 - Wage cuts
 - Low morale
 - Excessive fatigue
 - "Nothing in return" mindset
 - Distractions
 - Apathy
 - Resentment
 - Vandalism/vengeance/sabotage?
- Charismatic approach
- Profitability and employee well-being
 - High morale
 - Friendly atmosphere
 - "Watch my back, I'll watch yours"
 - Stock options for all employees
 - Employees have fun but get the job done (a visibly happy place)
 - No onboard fatal accidents to date (1971-present)

Negative Culture Indicators?



Negative Culture Indicators

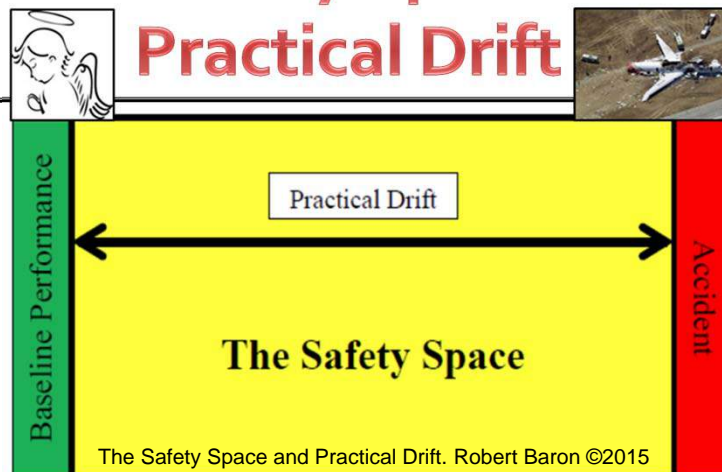
- Management obviously doesn't care about its employees
- Made to work mandatory overtime to a point where employees can't even stay awake
- Rule breaking and getting away with it is the norm
- Employee turnover rate is very high

Negative Culture Indicators

- There is no upward advancement potential
- Employees don't look out for each other
- Employees are afraid to ask questions
- Employees are afraid to submit hazard reports because they don't trust management

How Organizations Really Behave...

The Safety Space and Practical Drift



Is YOURS a Just Culture?

- Corporate philosophies toward-
 - Employees?
 - Safety?
- Employee satisfaction?
- Management trust?
- Non-punitive reporting system?



Is YOURS a Just Culture?

- Free flow of communication?
 - Top down?
 - Transparency?
- Learning culture?
 - Learn from mistakes? Or,
 - Are people simply punished for their mistakes?



Conclusion

A Just Culture requires-

- ✓ Management / employee commitment
- ✓ A true Safety Policy (fantasy vs. reality)
- ✓ A clearly defined non-punitive reporting policy
- ✓ Trust
- ✓ Learning
- ✓ Communication. Communication. Communication
- External audits can objectively measure the above elements!

Thank You! Gracias!

Any questions?

