



Network Manager
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Example of Day to Day Just Culture

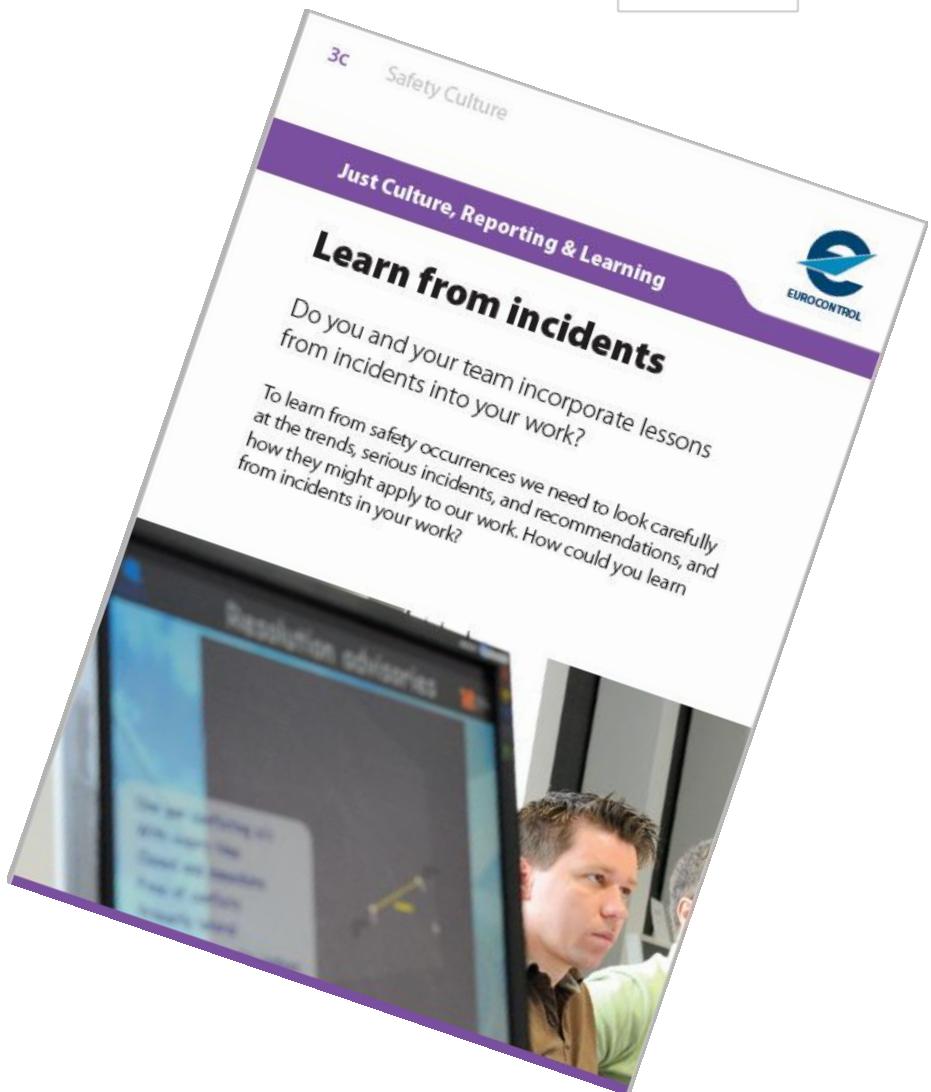
Can we handle Just Culture in an objective way ?

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25_26 May Castelldefels/Barcelona

What is Just Culture?



Just/Safety Culture Scenarios



As a controller, you are uncomfortable with the safety implications of evolving local practices. Your colleagues are happy with how things are.

Do you raise the issue?





As an engineer, you are under time pressure to make a system work. Some engineers use a workaround, but this has not been evaluated.

Do you use the workaround?

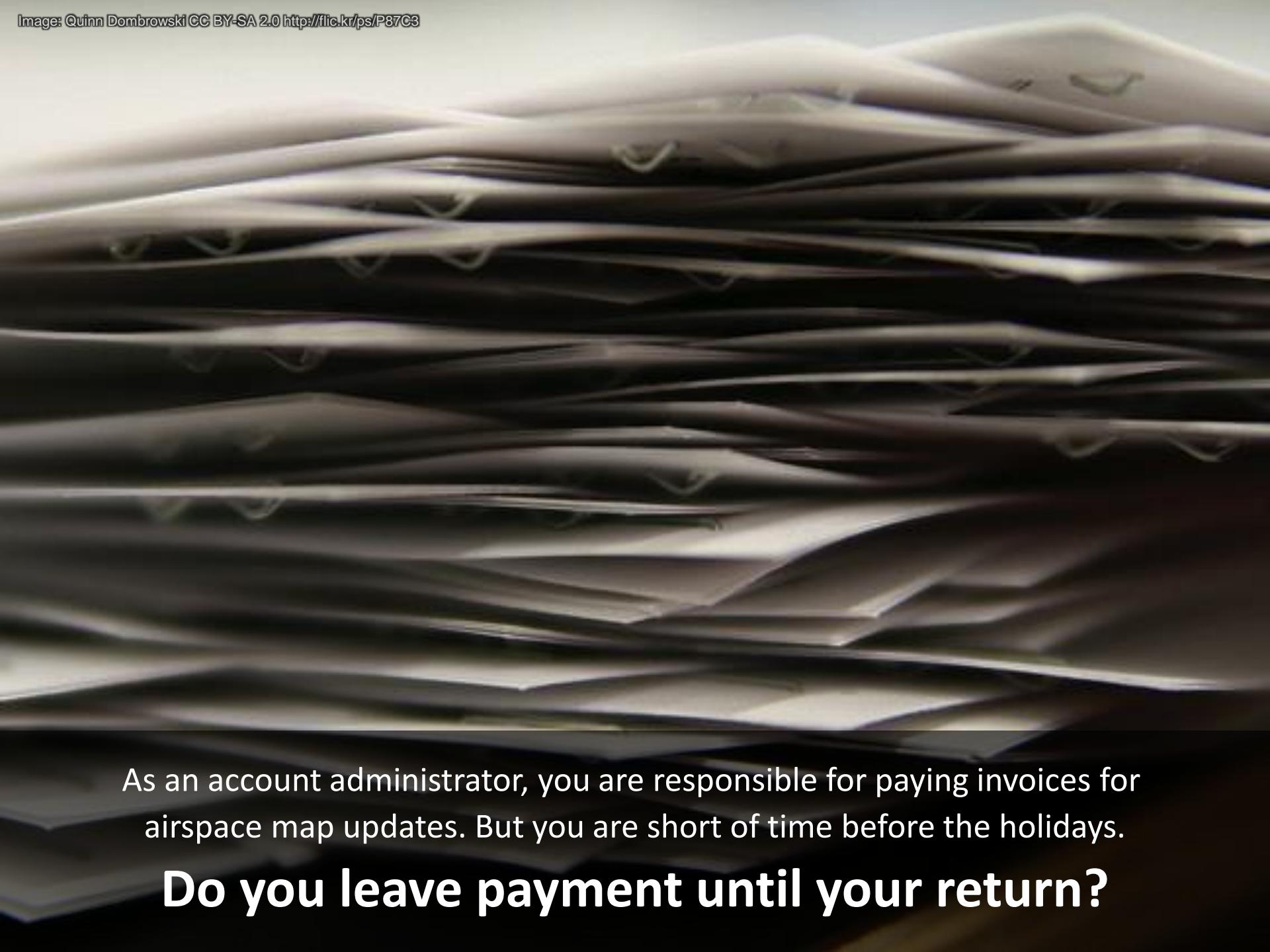
Hazardous voltage inside. Can shock, burn or cause death.

Keep out. If open or unloading immediately cause electric power and light component

As supervisor, you know that staff do not have time to read all of the new electronic briefing material. Management are pleased with the newly installed briefing system.

Do you try to resolve the issue?





As an account administrator, you are responsible for paying invoices for airspace map updates. But you are short of time before the holidays.

Do you leave payment until your return?

As a manager, you are under intense pressure to increase cost-efficiency to hit a performance target. You are concerned about emerging safety implications.

How do you respond?



Exercise on Just Culture



"You take your child to the hospital because she has a high fever and a swelling in the abdomen. The doctor tells you it's a very rare kidney infection that requires immediate surgery. You spouse is pleading for you to do something to stop your child's pain and you agree on the surgery. Several hours later the Chief of Surgery come to you and says there has been a terrible mistake and the doctor wrote down "left" kidney instead of "right" kidney and they removed the wrong one. As a result the child passed away during the surgery. The doctor said they were all very sorry but it was an honest mistake. Your spouse collapses as the doctor walks away."

Some may say this is a simple human mistake so no body is at fault. Do you agree?

<http://www.dailymail.co.uk/health/article-123005/Youre-taking-wrong-kidney-surgeon-told.html>

Exercise on Just Culture



Judicial Ethics: Alligator River exercise

- Once upon a time there was a woman named Mary who was involved with a man named Alex;
- Alex lived on the banks of a river and Mary lived across the bridge over the river. The river was full of man-eating alligators. One spring when the snows on the mountains melted and heavy rain fell, the river rose so high that the bridge was washed away;
- Mary desperately wanted to cross the river to marry her beloved Alex, so she went to her neighbour Ian. Ian owned a small rowing boat and she asked if he could row her across the river. He agreed but only on the condition that she would have sex with him before they went;
- She refused immediately and went to her other neighbour Sandy explaining her problem and what Ian had asked. The neighbour refused to get involved and made the excuse that Sandy's boat had a leak;
- Mary was left with no alternative but to accept Ian's terms and on the next day Ian took her to Alex and soon they were married;

Judicial Ethics: Alligator River exercise cont'd

- Next year she had a baby, and shortly afterwards Alex met Sandy when out fishing in the river. Sandy, after sharing some of Alex's beer, told him of Mary's conversation concerning Ian;
- Alex stormed home confronting Mary with the story. She told him it was true, with which Alex told her to take the baby and leave.;
- Heart sick and dejected, Mary left. Walking down the road she met a childhood friend Jim, and revealed the whole story;
- Jim left immediately and went to Alex's place and beat him brutally, then came and found Mary and the child and took them home and cared for them for years to come.

Judicial Ethics: Alligator River exercise cont'd

- Rank the moral culpability of the five characters in the story giving the lowest number to the character you consider to be the most offensive and the highest to the character you consider to be the least objectionable (e.g. 1 = the worst, 5 = the best).
- Who behave worst ?

Mary
Alex
Ian
Sandy
Jim

Thankyou! Any questions?



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Spare slides



Example - Occurrence Causes

- A man has a bad argument with his wife.
- He storms out of the house to the nearest bar and drinks four whiskies.
- He then decides to go for a drive.
- It is night-time, there is a skim of snow on the ground, and the tyres on our victim's car are smooth.
- In rounding a poorly banked curve at excessive speed, the right front tyre blows out, the car leaves the road and is demolished.

(adapted from N. Johnston)



Overall this is what we know

THE MAN

Has an argument
with his wife

Drinks four whiskies

Drives fast

THE CAR

Tyre blows out

Car leaves the road

Car is demolished

Tyres were smooth

THE WORLD

Poorly banked curve

Skim of snow

Night time

Evaluate the data

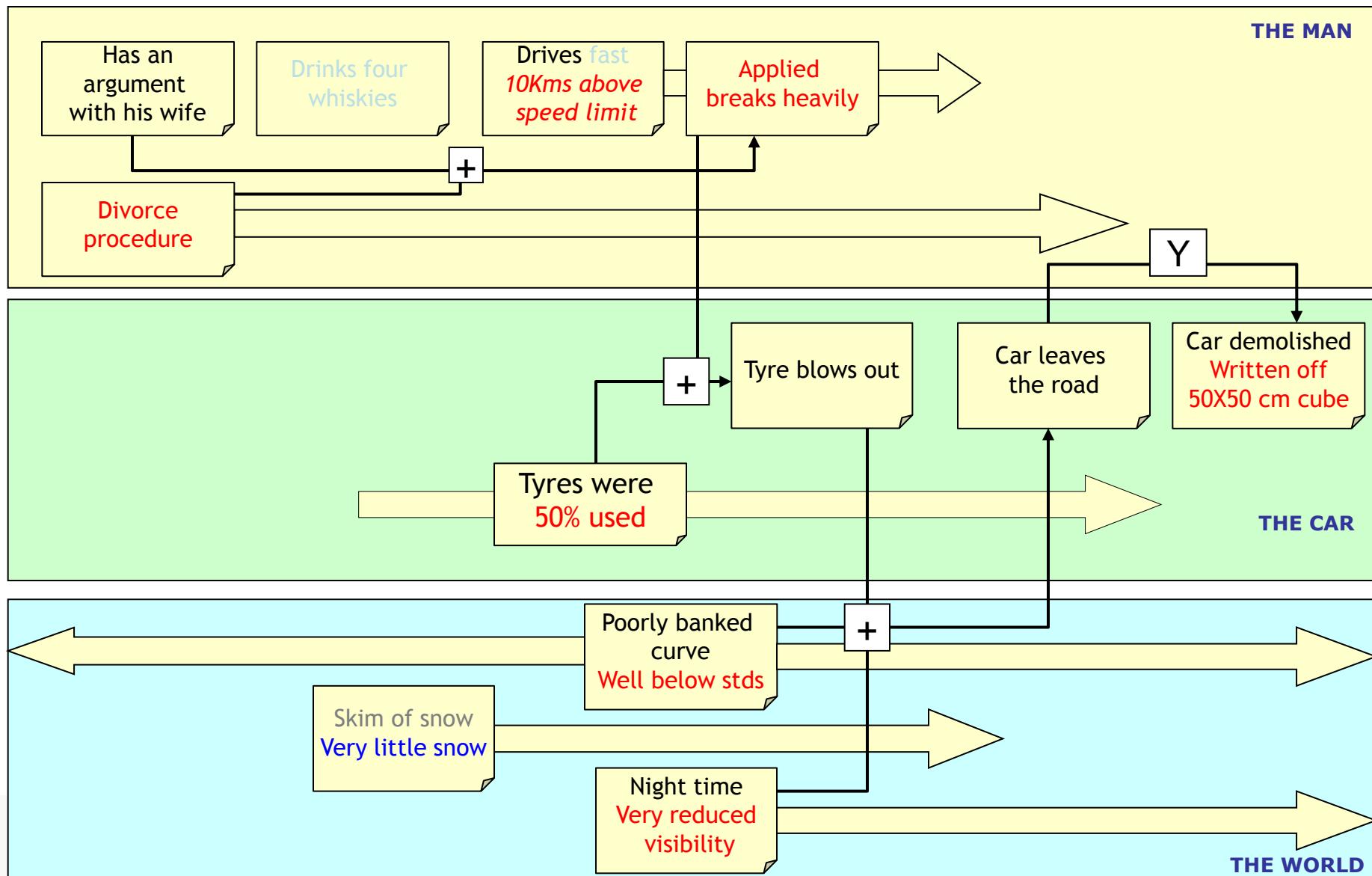
- Argument: how often? How bad?
- Skim of Snow: how thick?
- 4 whiskies: how much alcohol? (What is the norm)
- Tyres smooth: how much worn out? (millimetres)
- Curve bank: how bad? (angle required)
- Excessive speed: what was the speed? (Speed limit)
- Car demolished: evaluation of damages

Find more

- Was it still snowing? How much snow, How slippery?
- What kind of driver was the man? Any offences before?
- Road signals (e.g. with reference to the curve)
- Interview the driver (after he leaves hospital):
 - How familiar with road
 - Family problems (HF specialist)
- Interview other persons
- Visit the places

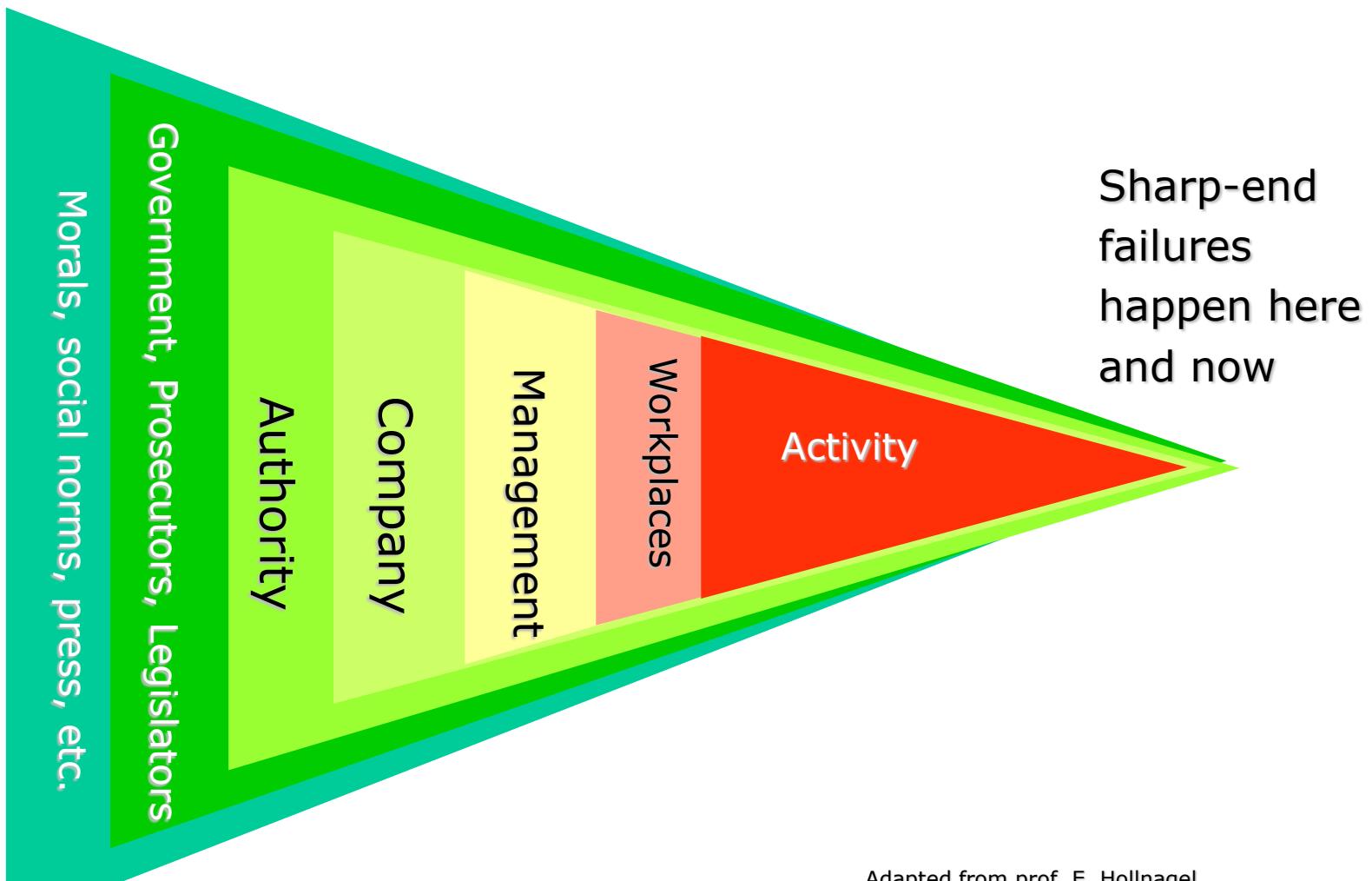


What can we do about this?



Sharp-end, blunt-end

Blunt-end
failures
happened
earlier and
somewhere
else



Adapted from prof. E. Hollnagel

