



FINAVIA SAFETY CULTURE STUDY

Results from spring 2008

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EUROPEAN ATM SAFETY
CULTURE CONFERENCE
December 17 – 18, 2008
Rome, Italy



FINAVIA IN A NUTSHELL

- Finavia operates both airports and ATM in Finland as well as the supporting businesses
- Helsinki-Vantaa Airport, ~14 million passengers a year
- The network of 25 regional airports in Finland
- Crucial to keep Finland present in the European market and in the global economy
- 10 daily, direct destinations in Asia (Japan, China, India)
- 40 daily, direct destinations in Europe with a strong frequency

THE MAIN OBJECTIVE WAS

- To study our personnel's willingness to be responsible for oneself, as well as for others
- To study the usage and usefulness of our ops. procedures and also compare everyday operations to norms
- Reporting and lesson dissemination
- To analyze the established Finavia values
- To study co-operation between different units and partners

THE RESULTS

- Positive surprises
- Surprises that made us think
- Unexpected information
- The new means of describing the results helped us understand some features better

SOME CONCERNS

- People are prepared to take risks
(the impression that you might get appreciation from your colleagues)
- Guidelines are being used according to own judgement as official guidelines don't help in all situations
- There is some feeling that other values than safety are sometimes more important
- Even when there is no-one to blame, some searched the blame from others
- People repeat the same mistakes – in some cases the learning curve did not exist

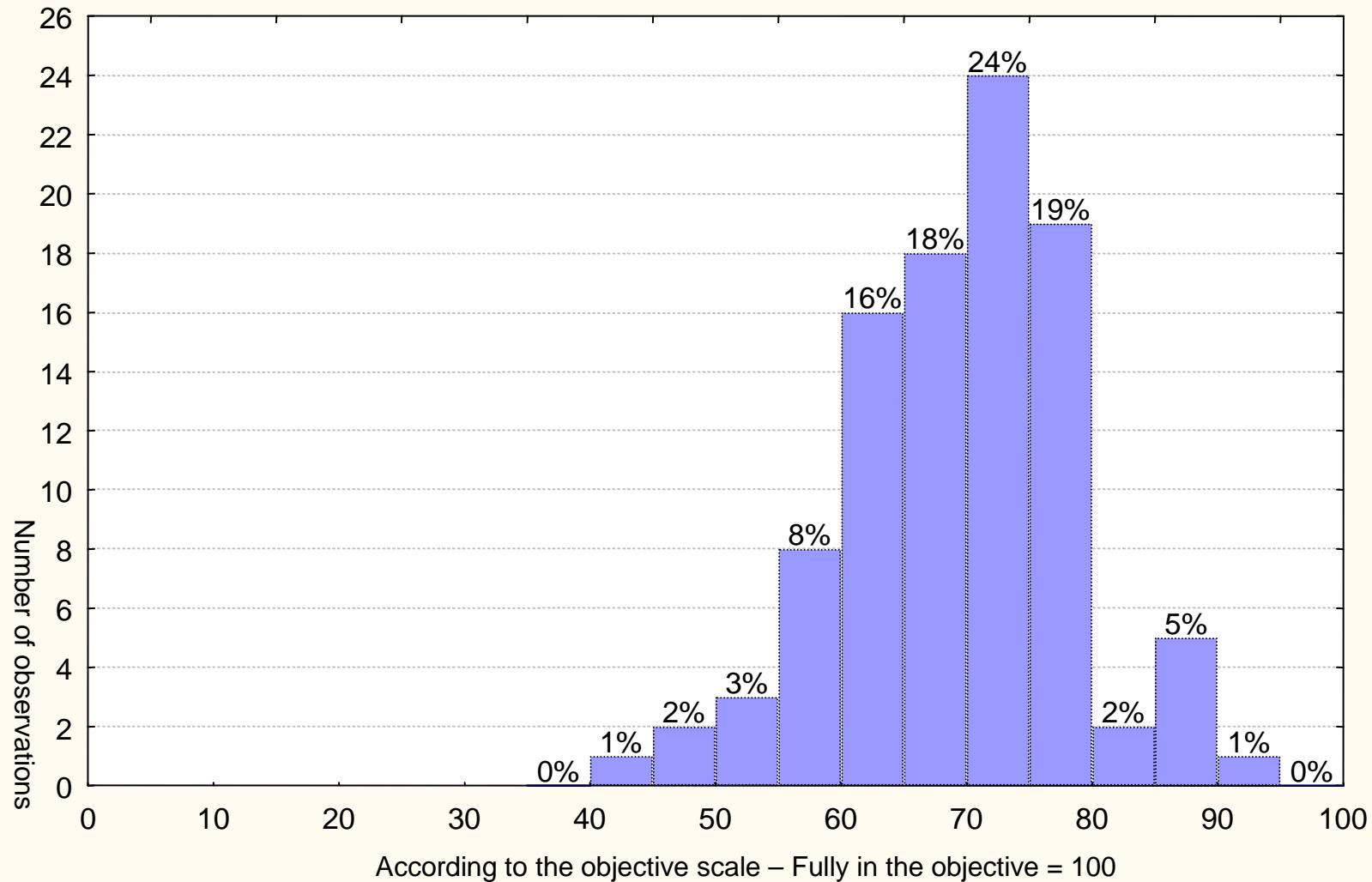
BUT THE STAFF SEE OUR MAIN CONCERNS VERY POSITIVELY AND HOMOGENEOUSLY (%)

Greater figure for more homogeneous answers to particular subjects

- **Carrying own responsibility and resp. from the entity** 87 %
- **Reporting and spreading useful information** 79 %
- **The functionality of procedures in everyday work** 78 %
- **Way of thinking and values in the society** 76 %
- **Co-operation between different partners** 75 %
- **Official guidance / everyday work** 72 %

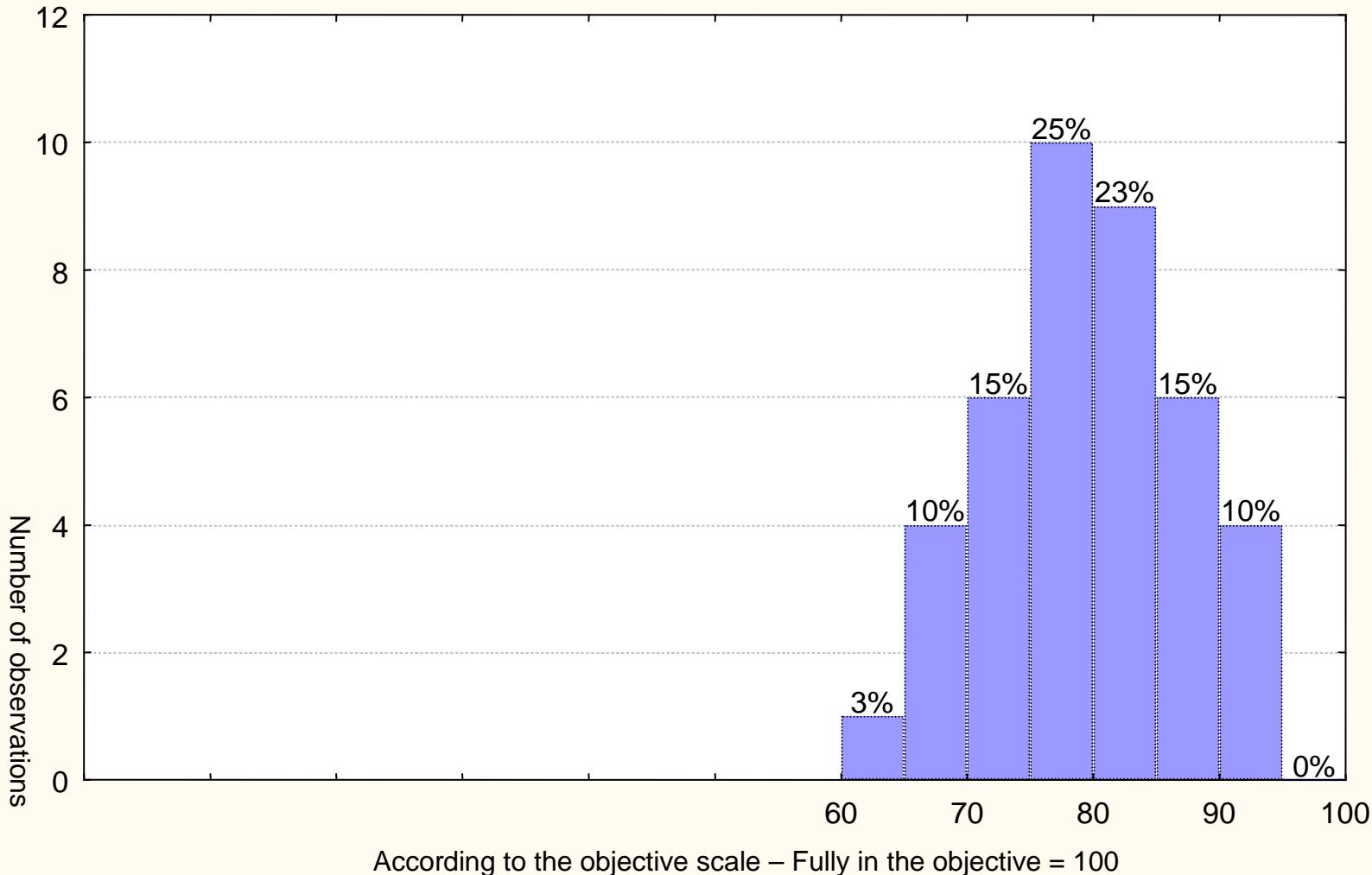
(even weakest 72% !)

(N = 99, KA = 69.8, HOMOG = 86.9%)



MANAGERS

(N = 40, KA = 80.2, HOMOG = 90.3%)



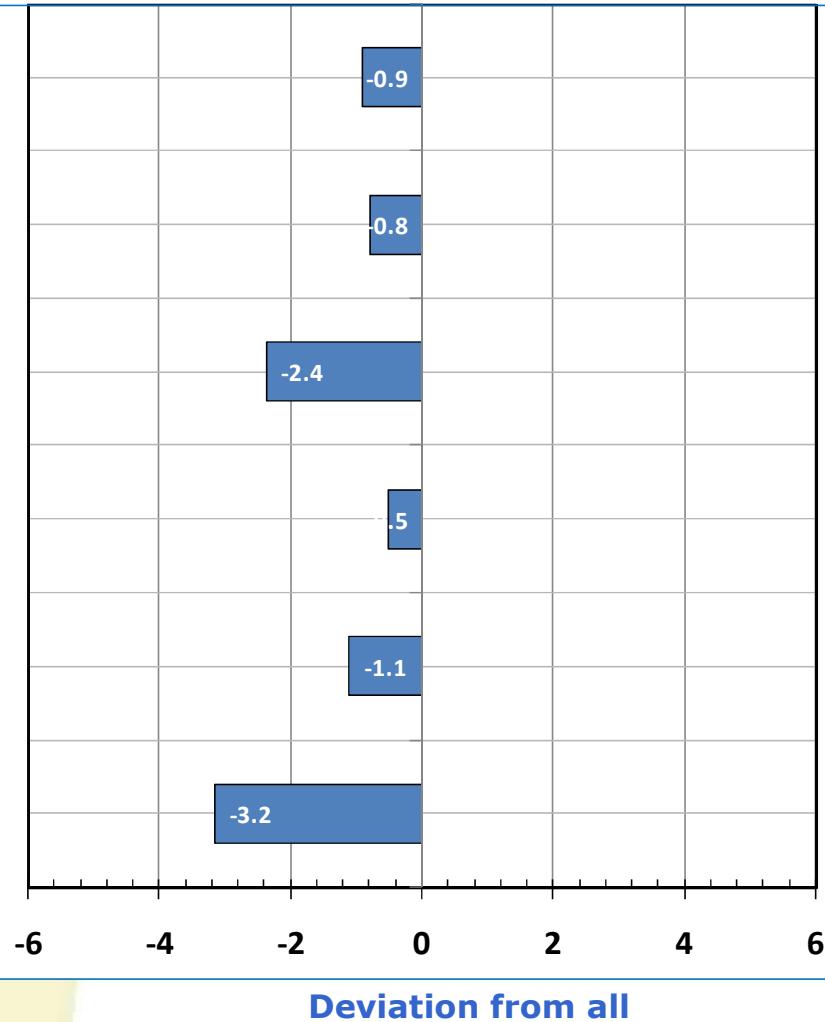
WE ALSO WANTED TO FIND OUT IF THERE WAS ANY AGE CORRELATION

- For our great surprise there was!
- The elder the people, the more conscious they were of safety aspects.

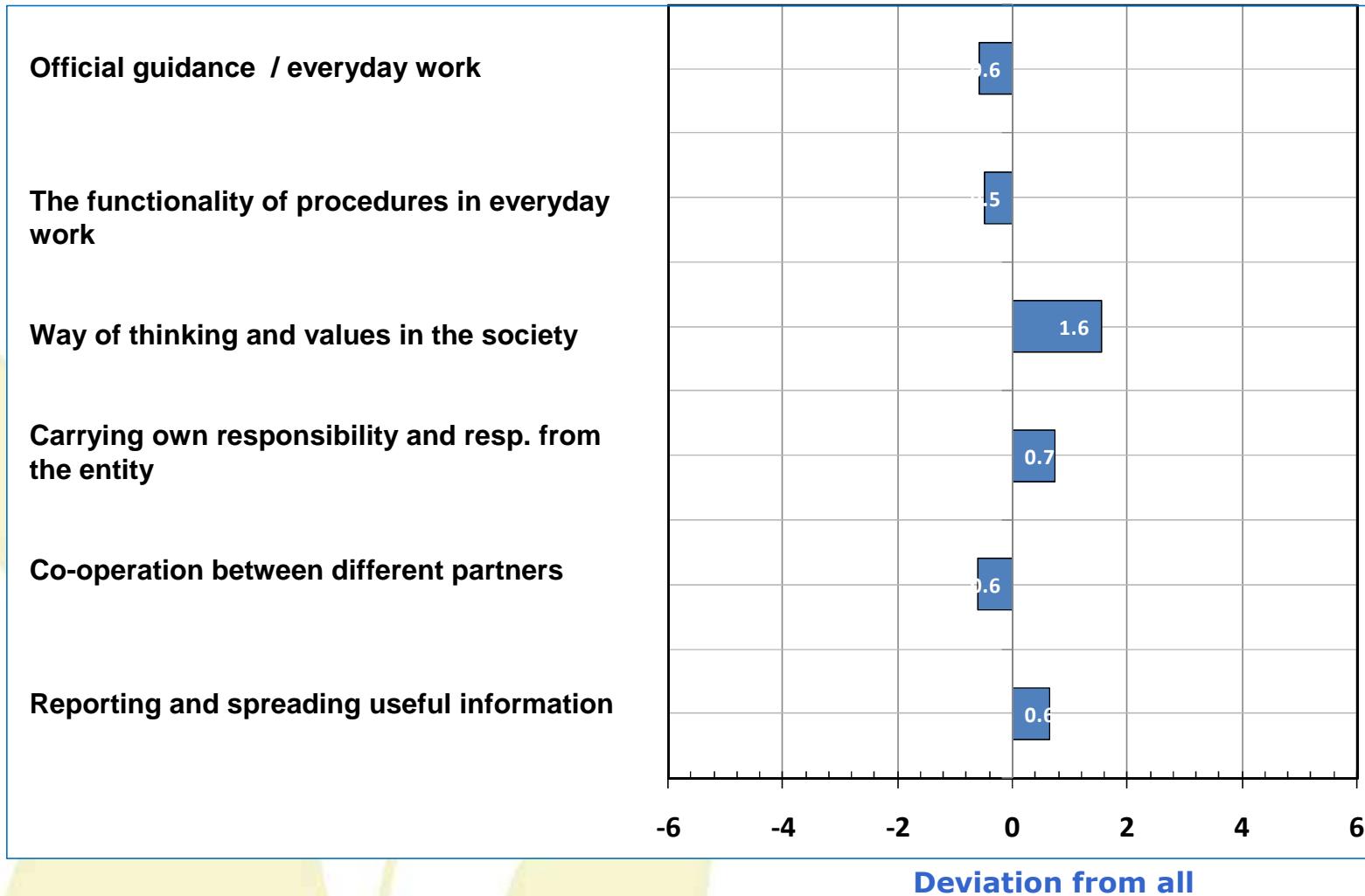
In the following a few examples of cases where there was a definite age correlation

AGE BETWEEN 30-39

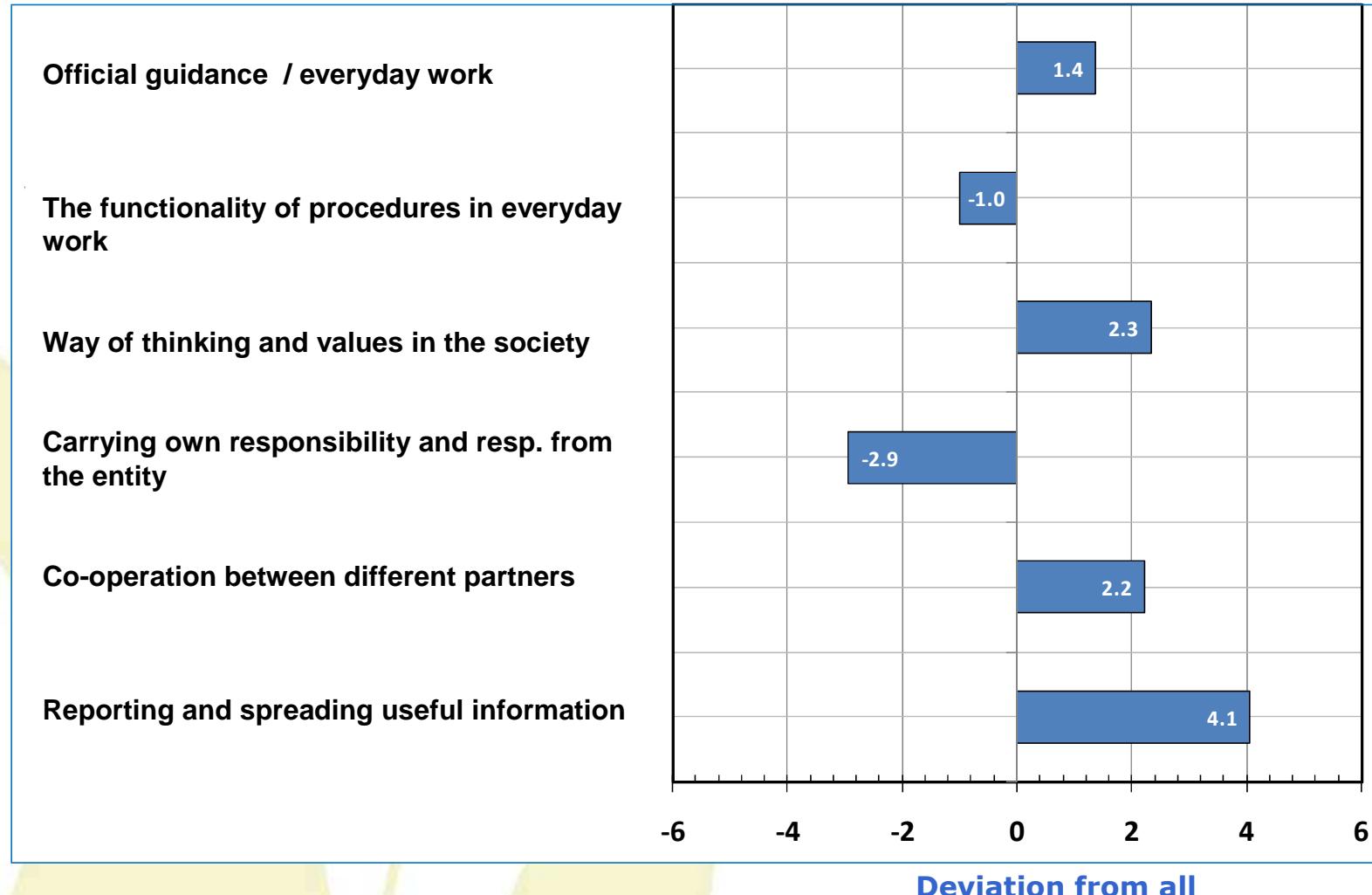
- Official guidance / everyday work**
- The functionality of procedures in everyday work**
- Way of thinking and values in the society**
- Carrying own responsibility and resp. from the entity**
- Co-operation between different partners**
- Reporting and spreading useful information**



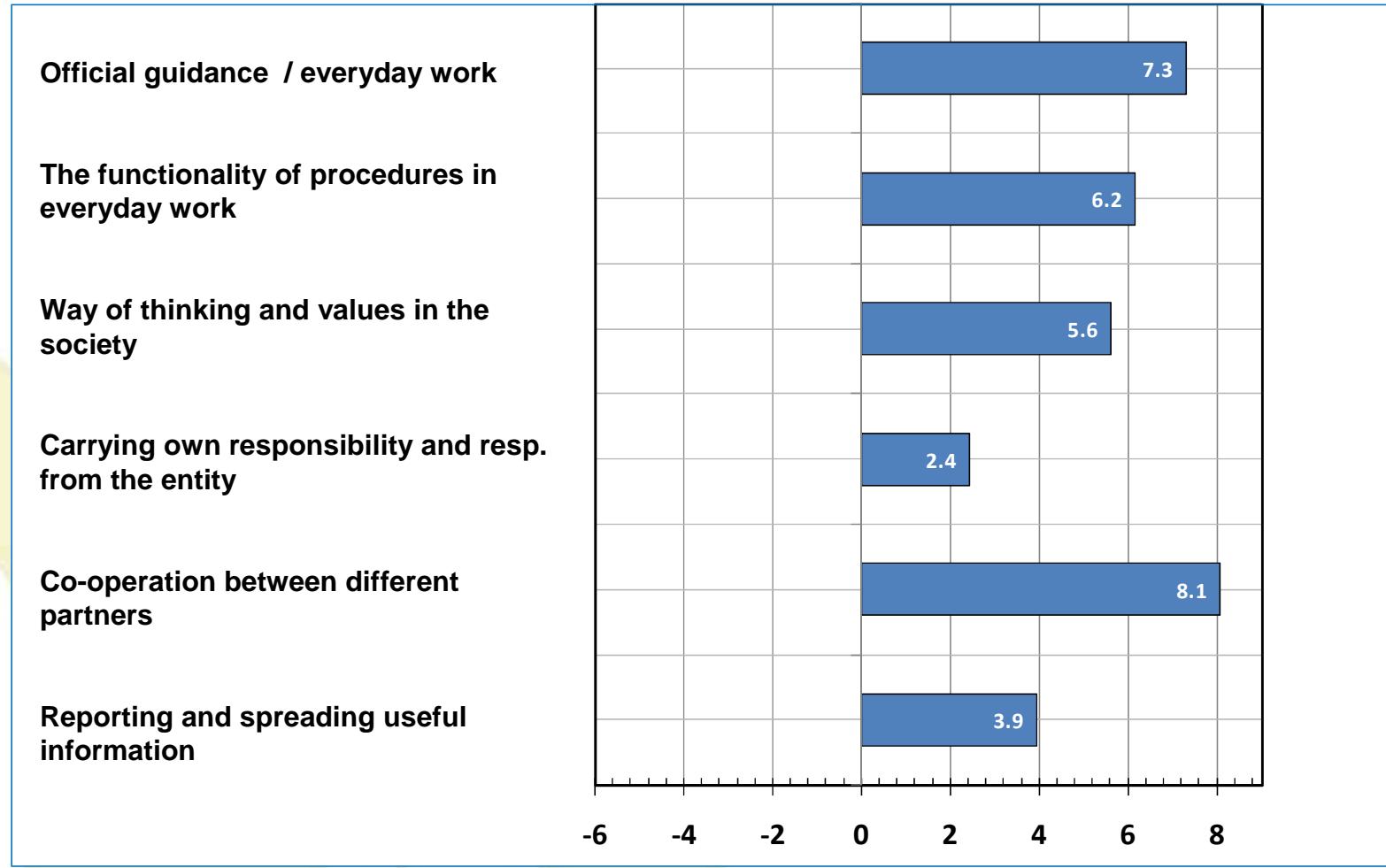
AGE BETWEEN 40-49



AGE BETWEEN 50-59



AGE ABOVE 60

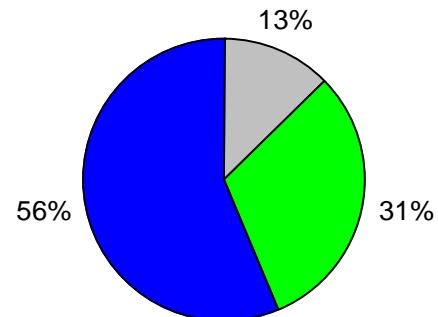


THE CODE OF SILENCE – DOES IT EXIST?

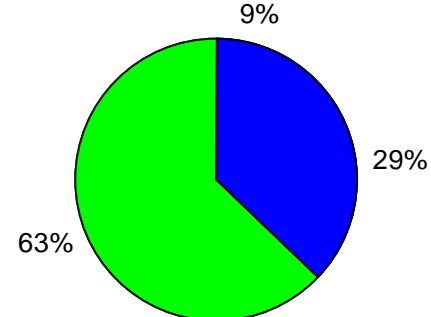
- Only among younger people who may
 - a. not have enough courage to intervene or
 - b. not enough work experience to be self-confident
- We do not know all causal factors behind this, and we need to study it more.



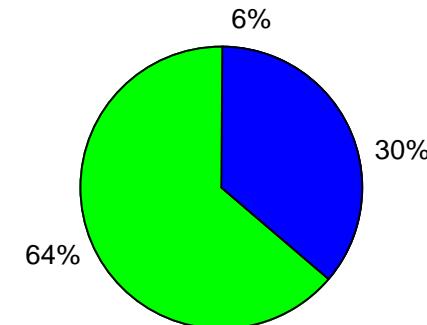
Q: You notice that you have made a mistake but no one else noticed it or its consequences.



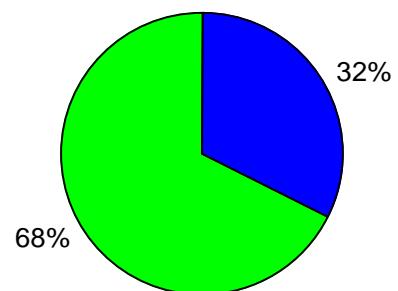
Age: below 30



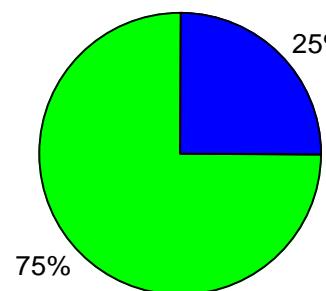
between 30-39



between 40-49



Age: between 50-59

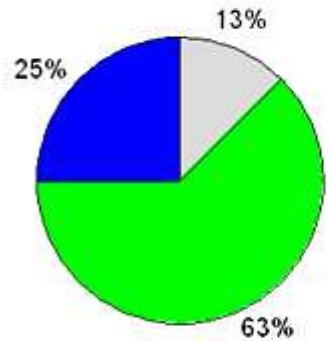


above 60

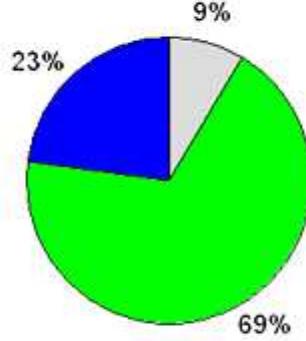
- You remain silent and try to forget about it
- You mark it yourself and begin to follow up ...
- You report it to get this type of mistake known



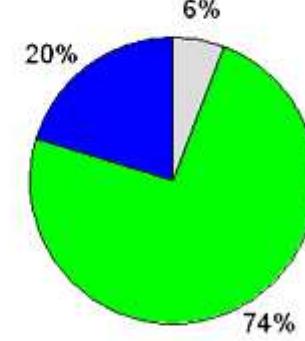
Q: You've often wondered your colleagues working methods, which don't seem to follow the procedures or norms. How do you act?



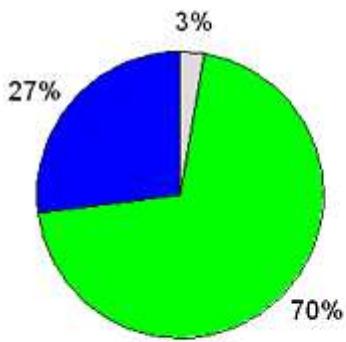
Age: below 30



between 30-39



between 40-49



Age: between 50-59



above 60



- You remain silent**
- You take it up with your colleague**
- You take it up with your supervisor / manager**

CONCLUSIONS

- The study was definitely worth making
- We do often consider system failures in advance (in safety assessments), but leave cultural elements out from considerations
- Results give more perspective to evaluate the organizational behaviour and thus build different personnel profiles upon safety behaviour when recruiting staff

THANK YOU
FOR YOUR ATTENTION