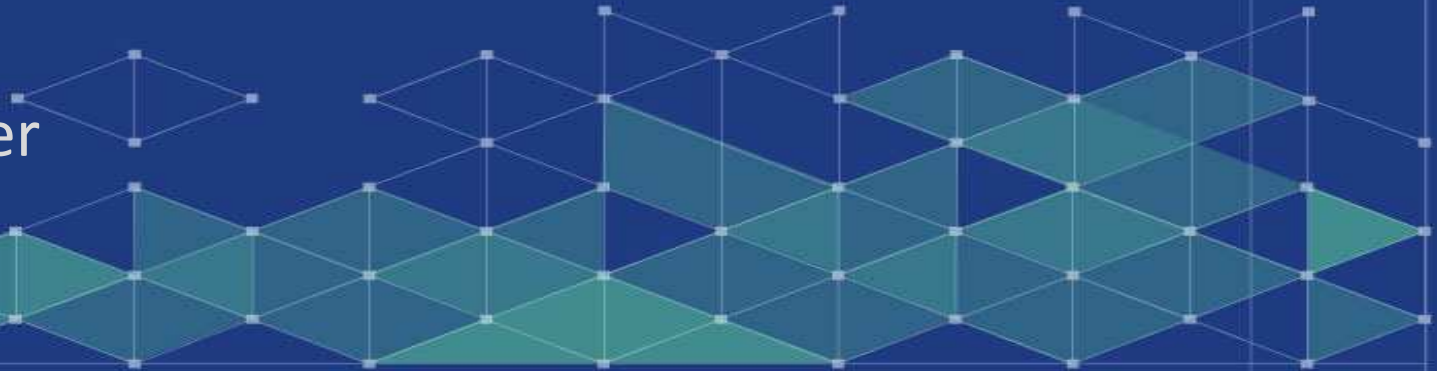




Affording to be transparent: Corporate Just Culture

Job Brüggen
Safety Manager



Who needs a Just Culture?



- They are humans
- Humans make mistakes
- If we want these people to perform these jobs...
- **...we must find a way of dealing fairly and justly with these inevitable errors.**



#



ANSP

OPEN UP!
WE DON'T KNOW
IF ANYTHING HAPPENED
BUT WE WANT TO FIND
OUT WHO DID IT!

NATIONAL
TELEVISION
HERE!

WE'RE
RADIO 1!

WE ARE
THE POLICE?
NEWSPAPER!

I AM
GENERAL
PUBLIC!

THERE MUST BE
A SCANDAL SOMEWHERE!

PUBLIC
INFORMATION
ACT!

SACK THE IDIOT
WHO DID THIS!

SAFETY MUST
BE GUARANTEED!
(BUT WE WANT
TO KEEP FLYING)

THIS IS
OUTRAGEOUS!

20th nov 2014



Internal Just Culture

- A.k.a 'Corporate Just Culture'
- Give people trust so they action their good intentions over and above their emotions.
- Better safety performance
- Your Just Culture adopts already parts of the classical beliefs of criminal justice.
- Justice officers will better trust your system
 - But only if they understand it!

A good
INTERNAL
Just Culture
assists a
good
EXTERNAL
Just Culture

Corporate just culture



LVNL does not punish staff for actions, omissions or decisions taken by them that are commensurate with their experience and training. However gross negligence, wilful violations and destructive acts are not tolerated.

but *HOW* to make this operational?

HOW to get people to action their good intentions,
in stead of hiding errors for fear of punishment?

if you have done nothing wrong, you
have nothing to fear...



20th nov 2014

A simple Just Culture 'algorithm'



- Investigation
 - Thoroughly of course!
- Interpretation of human behaviour
 - Using a classification scheme
 - E.g. by committee
- Advice to exec board
 - Repairing the systemic issues
 - Personnel measures
 - If needed, incl. management
- Conclusion
 - Execution of advice
 - Communication to rest of employees



Your performance

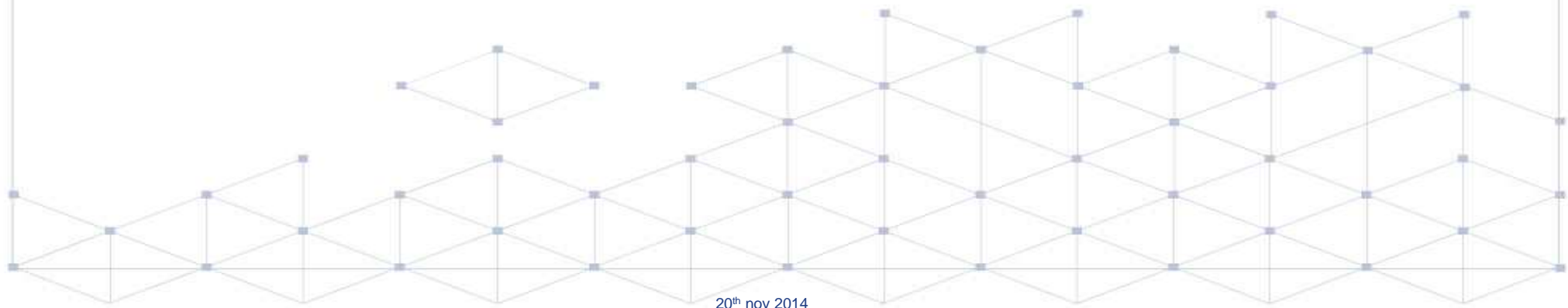


- You know what you are doing
- You understand humans realise the safety performance
- You are operating a mature SMS
 - Including all safety performance details
- You realise you live in a glass house anyway
- To foster a good external culture, you need to be transparent about having an internal just culture



When you are comfortable with your performance...

- ... you are not afraid to share and discuss data with *anyone*



20th nov 2014