EUROCONTROL approach to Safety Culture

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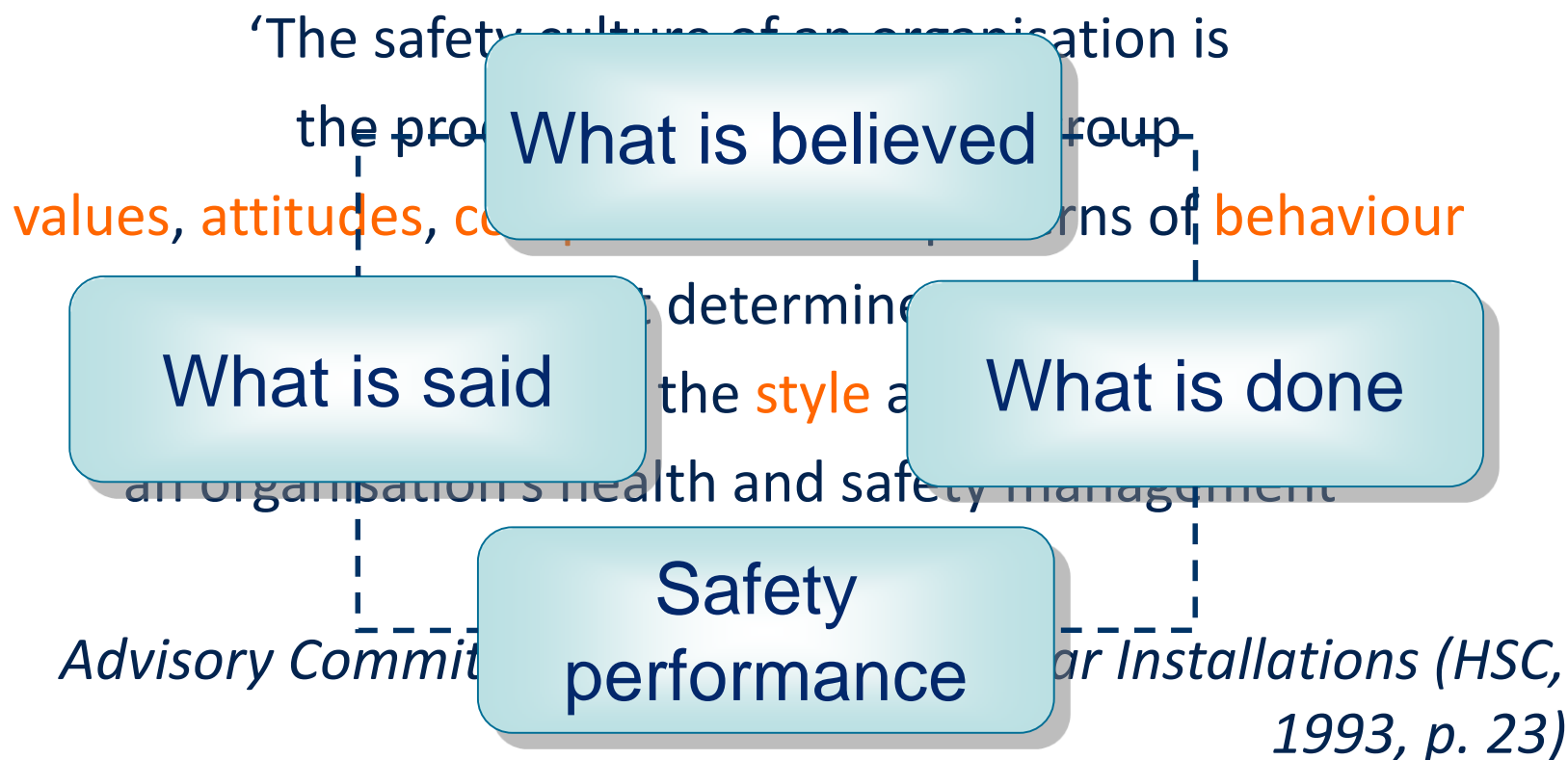Marinella Leone

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Overview

- What is Safety Culture

- Process to run a Safety Culture Surveys

- What tools should be used

- What results can be obtained

- What Safety Improvements could be expected

What is safety culture?

'The safety culture of an organisation is
the product of individual and group
values, attitudes, competencies and patterns of behaviour
that determine...
...the style and...
an organisation's health and safety management

What is believed

What is said

What is done

Safety performance

Advisory Committee on the Safety of Nuclear Installations (HSC, 1993, p. 23)

What is Safety Culture?

In day-to-day activities safety is given its due respect. There is never complacency about safety, at any level in the organisation
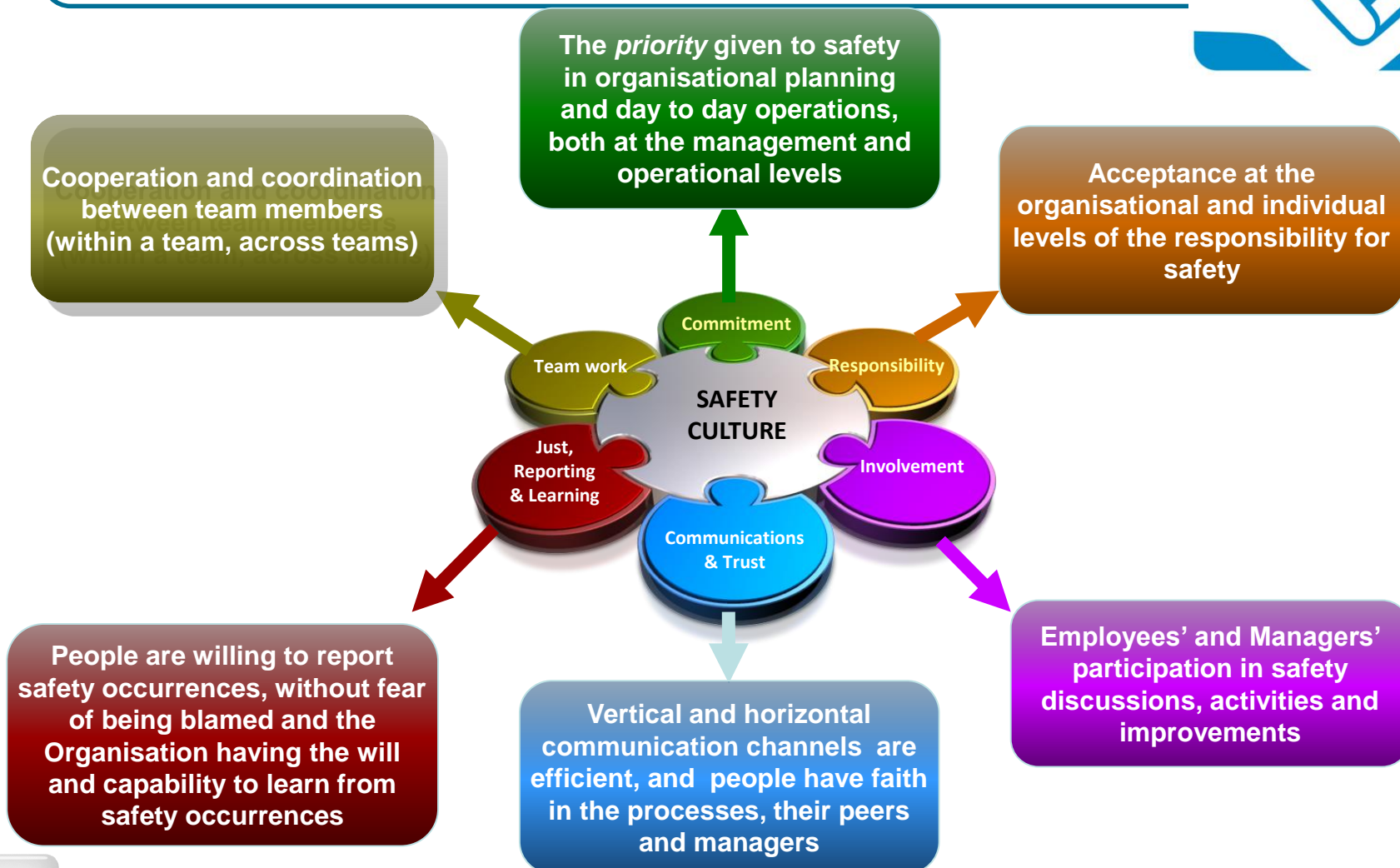
Real Safety Culture

- A controller makes a mistake, but no one sees it. Does he report it?

- A contractor working on a safety case comes up with a negative result. Does he go back and modify the figures?

- A controller doesn't want to work with another ATCO because he takes too many risks. Does he talk to the supervisor?

- Two Department heads know their departments don't work well together. Do they ignore it?

Safety Culture Elements

The *priority* given to safety in organisational planning and day to day operations, both at the management and operational levels

Cooperation and coordination between team members (within a team, across teams)

Acceptance at the organisational and individual levels of the responsibility for safety

Commitment

Team work

Responsibility

SAFETY CULTURE

Just, Reporting & Learning

Involvement

Communications & Trust

People are willing to report safety occurrences, without fear of being blamed and the Organisation having the will and capability to learn from safety occurrences

Vertical and horizontal communication channels are efficient, and people have faith in the processes, their peers and managers

Employees' and Managers' participation in safety discussions, activities and improvements

Process Evolution

- The measurement of Safety Culture is a relatively mature process

2003   2004 …   2008   2009   2010

- Agreed process - although some individual tools may differ, they deliver similar results

Overall Process

Safety Culture improvement process

Questionnaire Analysis

Survey the population
1. General section
2. Controllers/Assistants
3. Maintenance/Engineering
4. Managers

Identify Key Issues

Understanding the Issues

Analysing the Issues

Prioritising the Issues

Workshops

Solution proposal

Feedback to Management & Staff

After the workshop

Improvement Strategy

Timeframe

Target Audience

- Collecting a wide, representative range of views from all areas and levels of the ANSP should guarantee:

  – an *organisational* Safety Culture assessment

  – to compare and contrast the perceptions of different groups or sub-cultures

  – minimise any potential bias effects through a sample of individuals nominated to interact with the assessment team

- Number of centers to visit

  – HQ, ACCs and/or towers?

Champion

- An 'champion' ensures a successful Safety Culture assessment process – Roles:
  - Acting as interface
  - Internal arrangements
  - Providing info
  - Promoting campaign
- Safety Director or Safety Manager or someone else?

Launch

- Interview with champion

  Kick-off Meeting

  Questionnaire distribution

  Familiarisation visit

  Further data collection

Questionnaire Analysis

- The design of interviews and workshop presentations focuses on:
  - Results overview
  - Key Safety Culture strengths and issues (top 5 and bottom 5 items)
  - Hot topics showing conflicting information from questionnaire results
  - Unclear areas requiring complementary information to make sense of the questionnaire results

Objectives of Workshops

- *Investigate key **SC issues** - Supplement q'naire information by accessing additional qualitative data*

- ***Insight*** into safety-related activities, actions and behaviour as evidence to explain and back up opinions in the questionnaire

- Assist in ***interpreting*** the questionnaire results

- Identify potential ***solution*** paths and way forward

Workshop Participants

1. Management Board
2. Line/Middle Management
3. Operational staff and engineers
4. Supervisors and trainers
5. Other staff

- In each group, members of different teams or shifts and of different ages, experience, etc.

Workshops

- About 5-6 groups of 4-6 people + MAX 3 people of assessment team (facilitators/scribes)

- 3 hrs for each session with a break after about 2 hours

- No management or safety team members in workshops with engineers and ATCOs

Interviews

Interpretation & Analysis

Below is a list of statements regarding safety issues that are relevant to your role in the organisation. Please indicate the extent to which you agree/disagree with each one by circling one number on each line. **We want your opinion about how your organisation currently works.**

	Strongly disagree	Disagree	Neither	Agree	Strongly agree
1. Even if some equipment is unavailable, we are still required to meet our capacity targets	1	2	3	4	5
2. The equipment that is available is suitable for my job	1	2	3	4	5
3. In ATC everyone knows there is an accident 'just waiting to happen'	1	2	3	4	5
4. Maintenance staff understand how equipment failures affect our ability to provide safe air traffic services	1	2	3	4	5
5. I trust the ATC procedures that I use in my job	1	2	3	4	5
6. Maintenance staff perform sufficient system checks	1	2	3	4	5
7. The future plans are adequate for the development of the ATC service	1	2	3	4	5
8. I trust the ATC equipment that I use in my job	1	2	3	4	5
9. We openly discuss incidents in an attempt to learn from them	1	2	3	4	5
10. Controllers would never compromise their responsibility for safety	1	2	3	4	5
11. We are expected to be able to handle safety problems without reducing throughput	1	2	3	4	5
12. We are consulted about changes to the technical/ engineering system that impacts on the way we do our work	1	2	3	4	5

Interpretation & Analysis

Other Data Collected

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Analysis Outcome

- In order to understand ANSP Safety Culture and how to improve it, it could help to identify:
  - Strengths + enablers and motivators
  - Weaknesses + barriers and disincentives 'opportunities for improvement'
- To provide insight into Safety Culture dynamics of the organisation

Feedback

- Feedback to senior management group to:
  - Present the outcome
  - Collect their first impressions and comments
  - Discuss potential ways forward
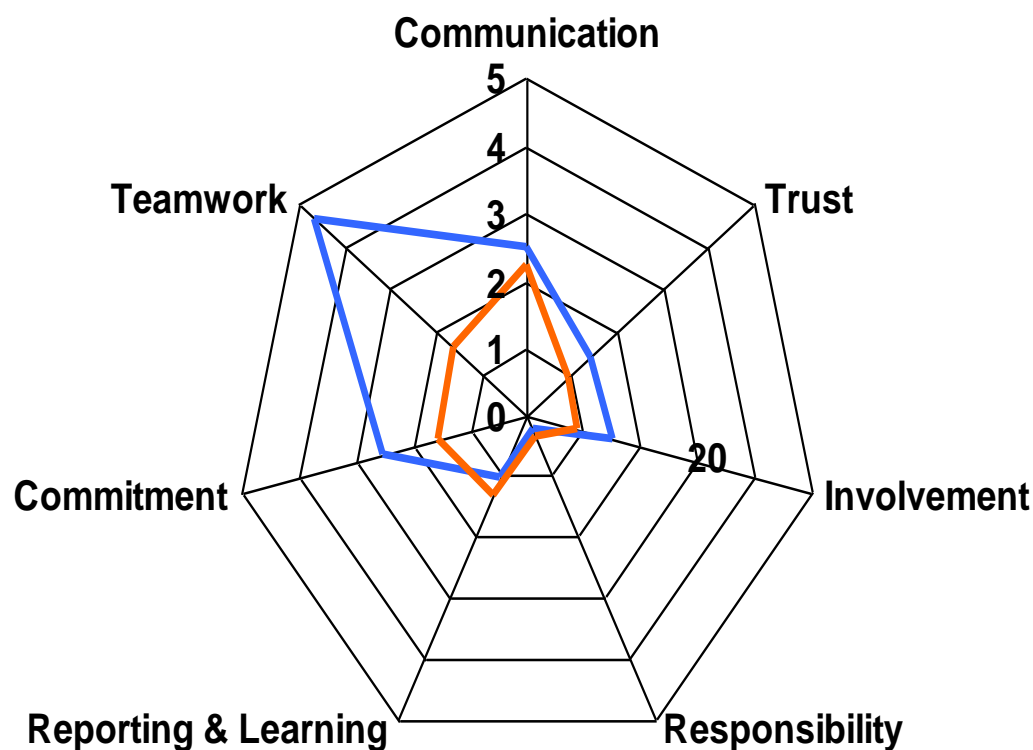- Presentation to all staff

Way ahead

- Decide the options and the priorities
  - Strategic recommendations – e.g. Reinforce the new message that safety is important using, for example, safety culture campaigns
  - Tactical recommendations – e.g. Reinstate team management meetings

- Allocate responsibilities & resources
- Be realistic about the time it can take to change culture
- Track & Monitor Progress
- Visibility and Communication

Enhancement

- Re-iteration process to enhance and be leading Safety Culture

Radar chart with axes: Communication (5, 4, 3, 2, 1, 0), Trust, Involvement (20), Responsibility, Reporting & Learning, Commitment, Teamwork

Thanks for your attention!

Any questions?