

What to do next after a Safety Culture Survey?

Using the safety culture discussion cards

Steve Shorrock

EUROCONTROL



The European Organisation for the Safety of Air Navigation

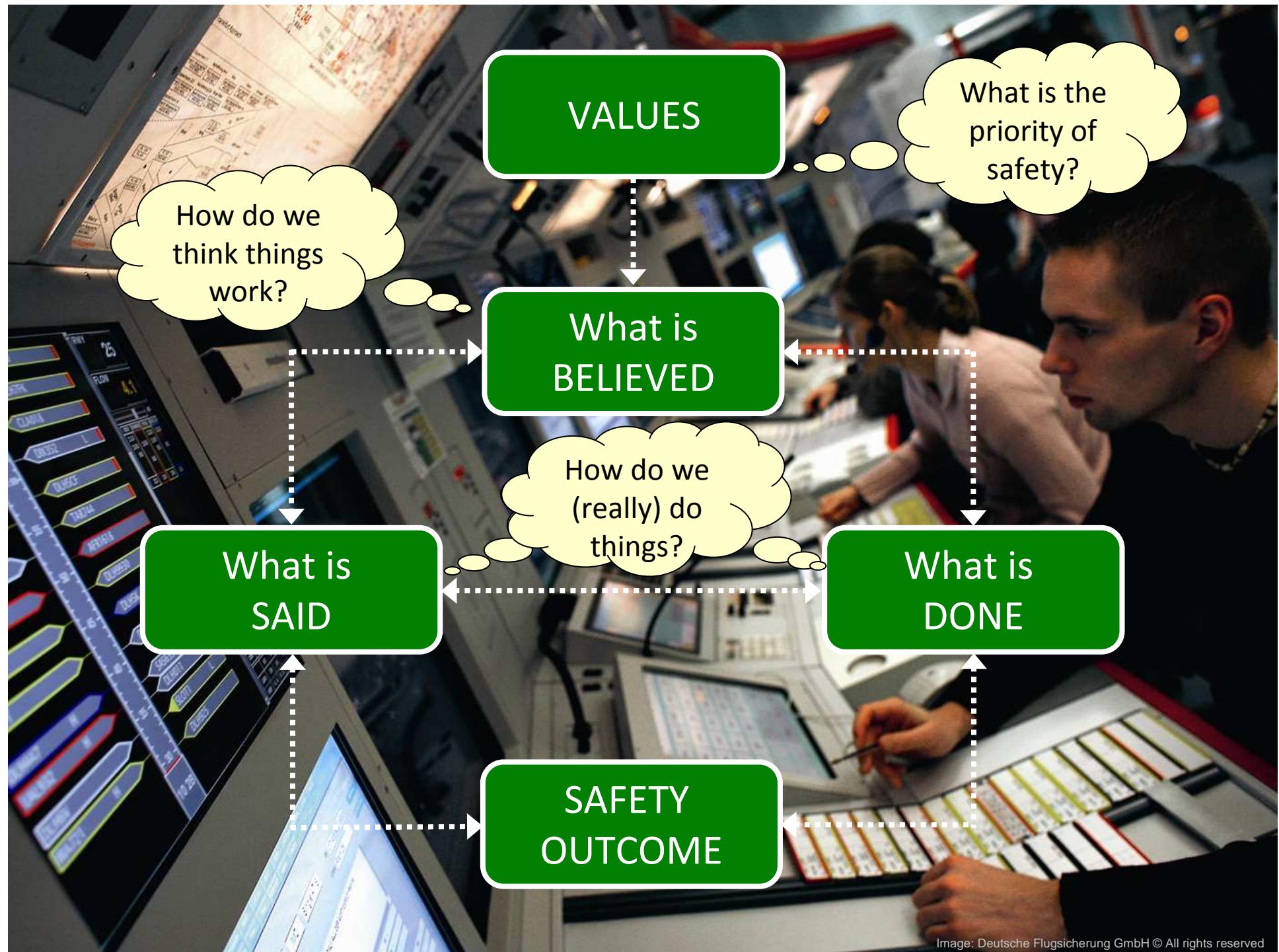


Real Safety Culture

*One thing, if you
want to understand
risk you need
to get out from
behind your desk*



But first a little theory...





What is Safety Culture?

Management commitment

Resourcing

Just culture, reporting & learning

Risk awareness & management

Teamwork

Communication

Responsibility

Involvement

Safety culture - Some challenges

“It’s too fuzzy”

“It’s just a buzzword”

“I don’t really understand it”

“That’s something for psychologists”

“We don’t have time for that!”

“I don’t know where to start”

“We’ve done safety culture...we did a survey”

“There’s a report somewhere”

But *most* people can do this...





The Product

A free resource to aid discussion about safety culture by any person or team

Engaging

Memorable

Educational

Valid

Flexible

Useful

Safety Culture Elements

Management commitment

Resourcing

Just culture, reporting & learning

Risk awareness & management

Teamwork

Communication

Responsibility

Involvement

0b Safety Culture



Organisation of the Cards

There are several individual cards for each of the following 'safety culture elements'.

Each card introduces a different issue for reflection or discussion.

Some cards are for front-line staff. These are labelled **OPS**

Management Commitment
Resourcing
Just Culture, Reporting & Learning
Risk Awareness & Management
Teamwork
Communication
Responsibility
Involvement



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Management Commitment

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Risk Awareness & Management

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Communication

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Design Elements



Design Elements

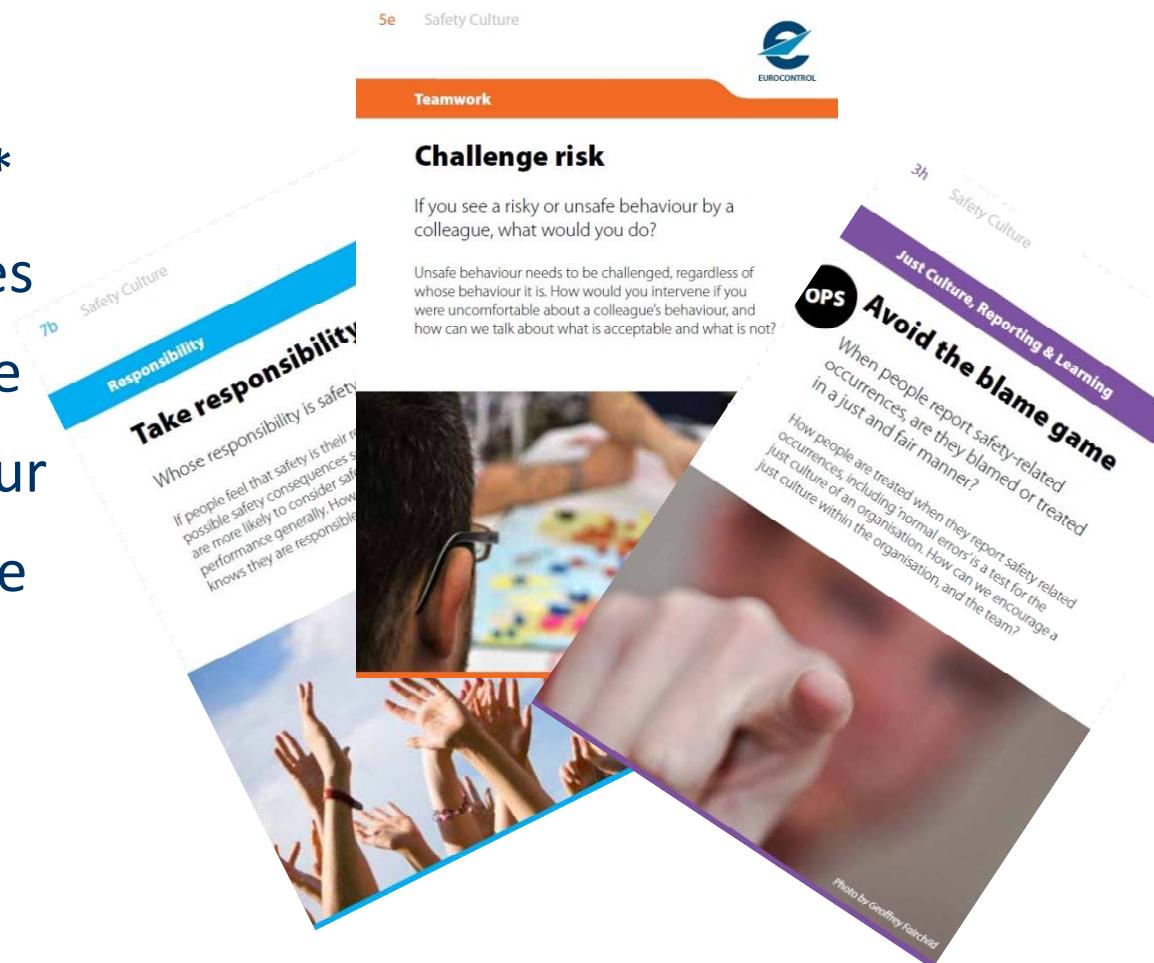




Exercise

Three cards, one story

1. Consider the 3 cards you have
2. Think of an experience* involving 1, 2 or all 3 issues
3. Describe the experience and lessons learned to your neighbour, introducing the cards as you go

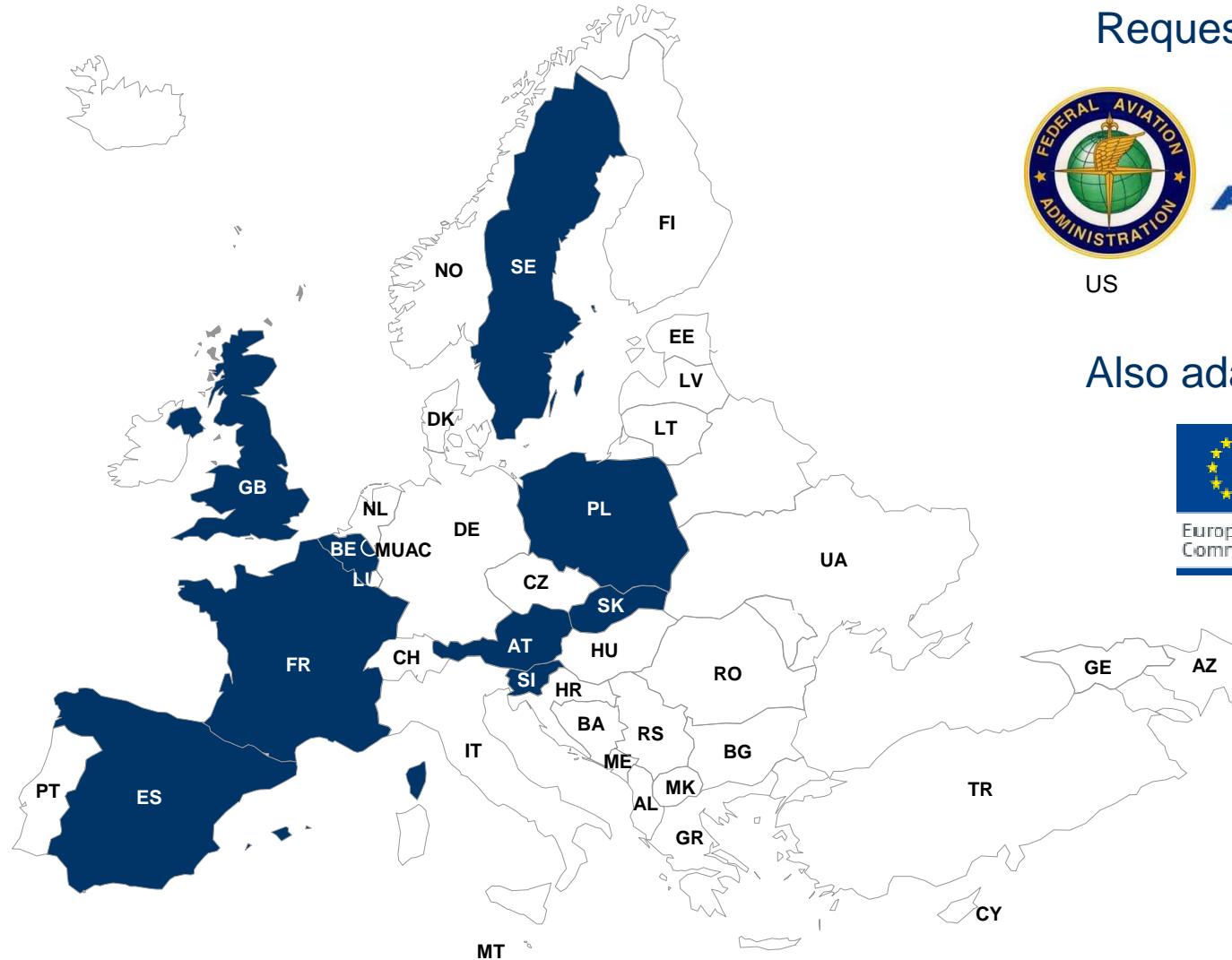


P.S. No blame 😊

Other Applications



Who has used the cards?



Requested by



Also adapted by



Tips from Alfonso Barba Martínez (Head of Regional Safety, AENA)



How to use (how would you like to use?)

0d Safety Culture

0e Safety Culture

0f Safety Culture

0g Safety Culture

0h Safety Culture

Option 1: Comparing

Different members of the organisation can sort the cards into two piles: what we have and what we need.

What we do we have What we need

Then compare:

- Where do we have
- Where do we need
- What are the strengths
- What might be
- How can this be improved
- Who needs to be responsible
- When does it happen

The cards in each pile can be used to improve safety culture. The cards in the 'what we have' pile can be used to address opportunities, and the cards in the 'what we need' pile can be used to address weaknesses.

Option 2:

In a small group, take turns to discuss the card for each organisation unit, prioritising the ones that are most important.

Option 3:

Choose a specific element to focus on, and then discuss each card in depth.

You may sort the cards into piles such as:

- What do we have
- What and what needs
- Where have we been
- Where do we need to go
- What are we doing well
- What is stopping us
- How can we improve

Option 4:

Sort cards into the following piles:



The cards in each pile can be used to improve safety culture. The cards in the 'Strengths' pile can be used to address opportunities, and the cards in the 'Opportunities' pile can be used to address weaknesses.



THE DNM SAFETY UNIT
PROUDLY PRESENTS

HOW DO WE DO SAFETY



VEGA THURSDAY
BAR 15TH SEPTEMBER
09:30

"THE REAL DEAL"

Daily Star

"CRAP FACILITATOR
OTHERWISE OK"

Time Out

"SAFETY IN A NEW WAY"

The Herald Tribune

"HE'S BORING AS USUAL"

New York Times

"OH MY GOD!"

Huffington Post

UNIVERSAL PICTURES and MARVEL ENTERTAINMENT present in association with RELATIVITY MEDIA a SIAN GATELY production in association with SCOTT FREE PRODUCTIONS DENZEL WASHINGTON RUSSELL CROWE "AMERICAN GANGSTER" CHIWETEL EJIOFOR CHCHA EGBUNA JR. JOSH BREKIN TED LEVINE ARMAND ASSANTE JOHN COTTER JOHN HANNES RZA WRITTEN BY MARC STETENFELD DIRECTED BY JAMES JANNETTE PRODUCED BY JONATHAN FILLEY EDITED BY PIETRO SCALIA PRODUCED BY ARTHUR MAX DIRECTED BY HARRIS SAVIDES WRITTEN BY NICHOLAS PILKES STEVEN ZACHIAN BLAINE LESTIS JIM WHITAKER MICHAEL COSTIGAN PRODUCED BY SIAN GATELY RILEY SCOTT WRITTEN BY STEVEN ZACHIAN

IMAGINE



Network Manager Operations Centre Breakfast

Network Manager Operations Centre Breakfast



European Safety Managers Meeting



Formats

1. Paper A6 cards
2. Smartphone/tablet
3. Posters (A2)
4. Intranet popups
5. Leaflets (with SKYbrary URL)

3m Safety Culture



Just Culture, Reporting & Learning



Share experience

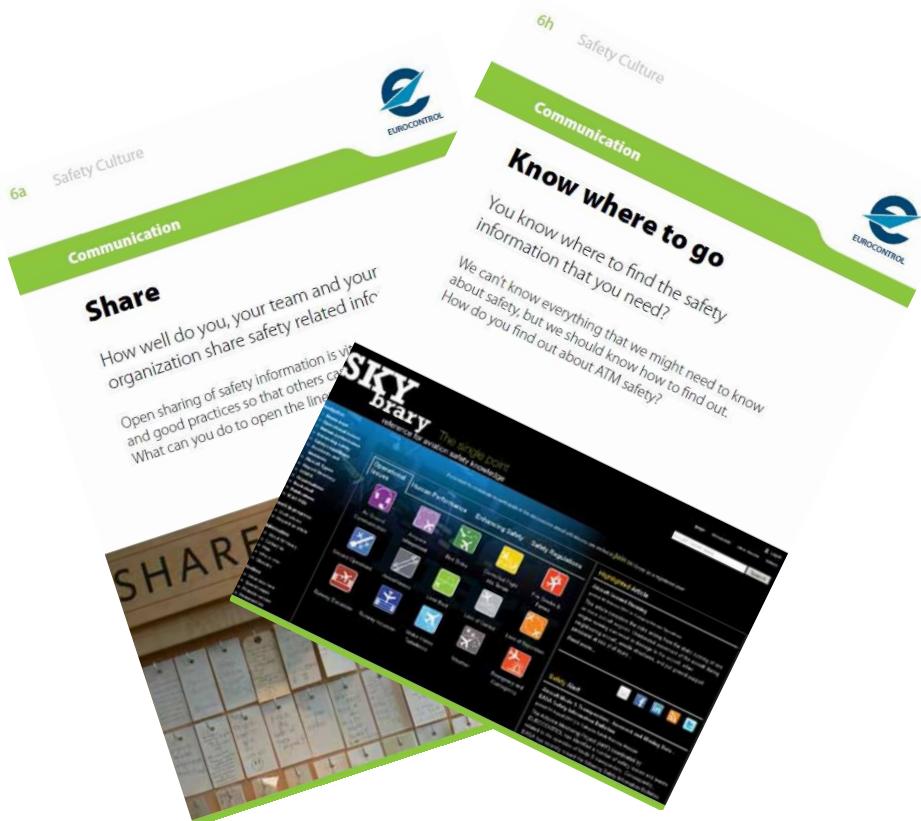
Are reports of occurrences readily available to you?

To learn from incidents, those who could find themselves in similar situations need to be able to access safety-related occurrence reports. How would you like to receive or have access to such reports?





Promotion





Download at www.skybrary.aero
or www.bit.ly/safetycards

If you wish to contribute or participate in the discussions about articles you are invited to [join SKYbrary](#) as a registered user

Safety Culture Discussion Cards

Categories: Safety Culture | Enhancing Safety

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- 1 Introduction
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- 5 Using the cards
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Introduction

The EUROCONTROL safety culture programme for European air traffic launch, questionnaire, workshops, reporting and feedback, action planner

Following a safety culture survey, there is a focus on ensuring sustained reflecting on what they do, how they do it, and why.

To help continue the conversation post-survey, the concepts and issues

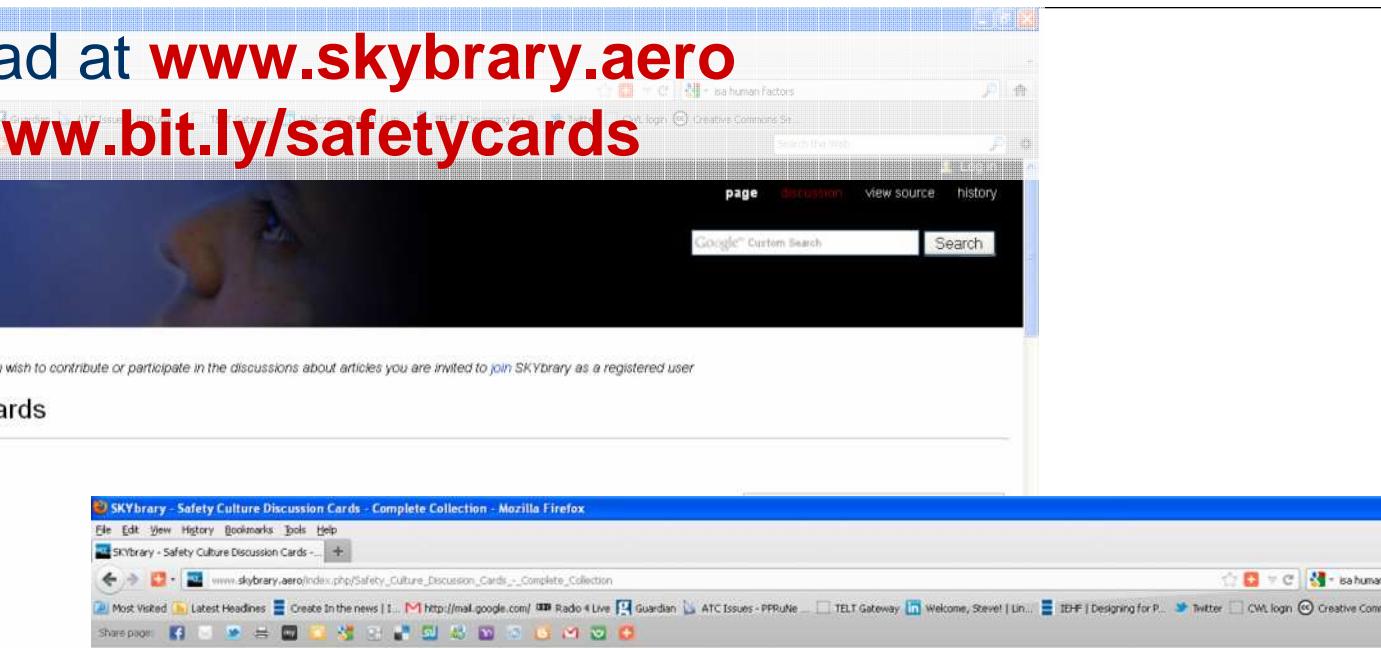
The EUROCONTROL Safety Culture Discussion Cards are a practical traffic controllers, aeronautical information services personnel), maintenance methodology, though everyday language is used to make the cards comp

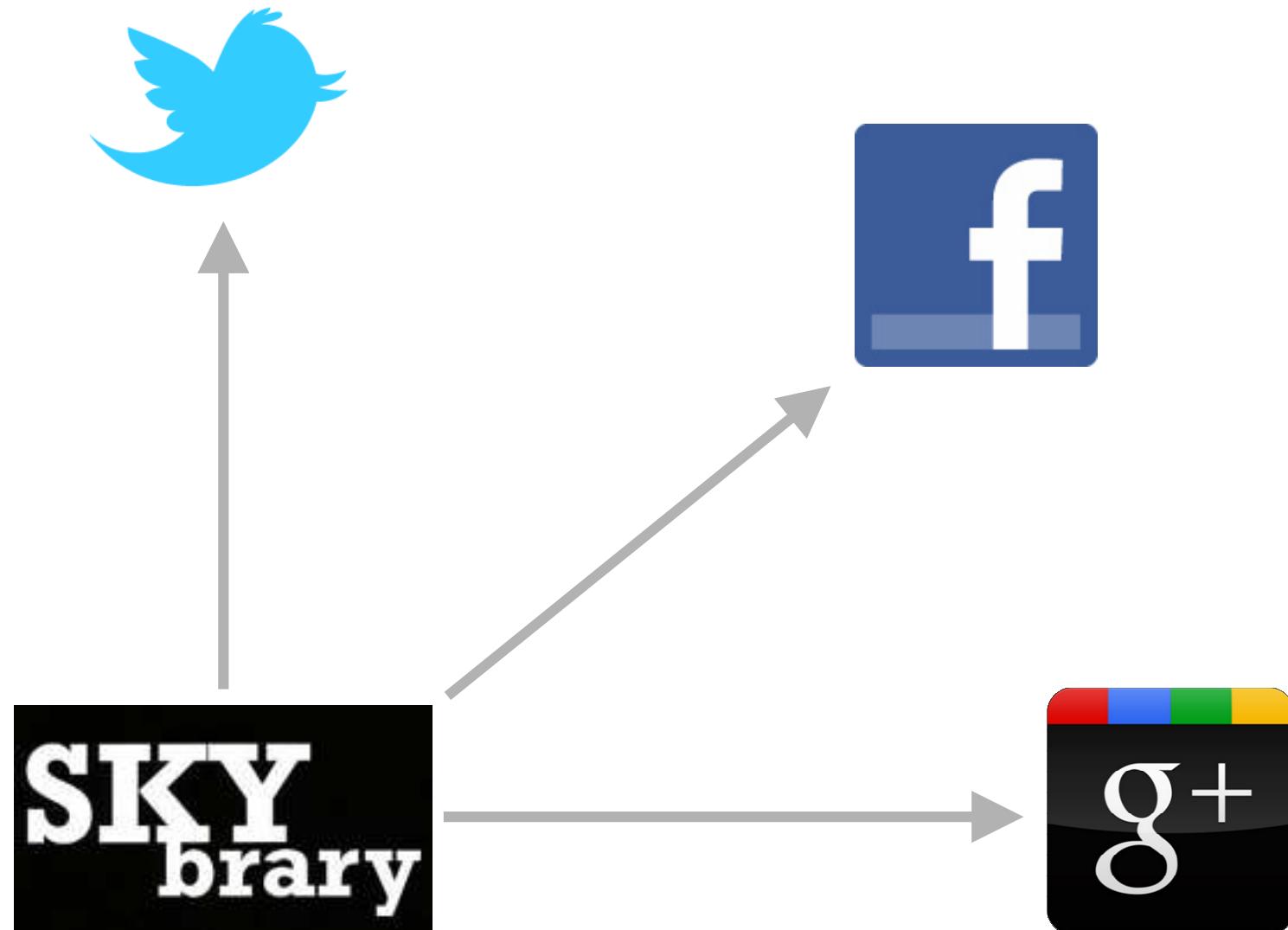
Aims

5. TEAMWORK

6. COMMUNICATION

Over 5000 hits
April-June 2012



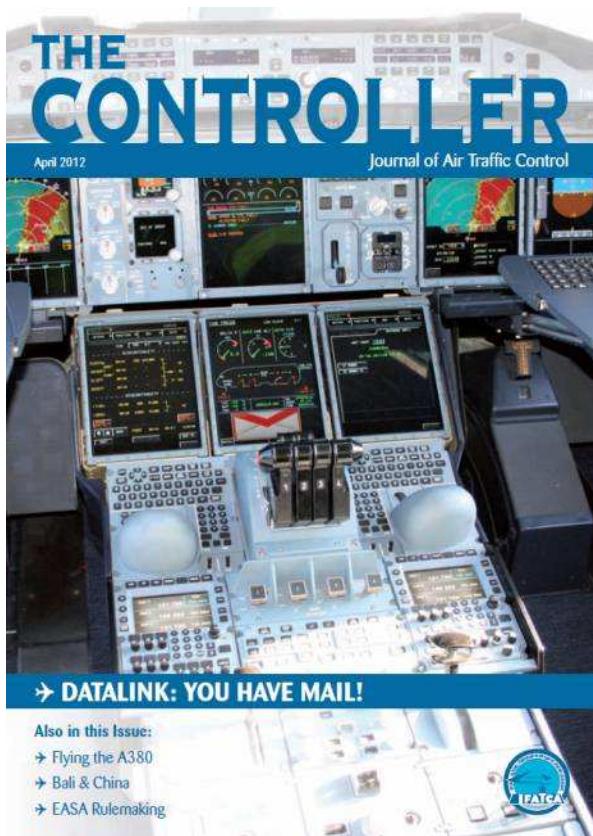


The Controller

Journal of Air Traffic Control

(April 2012)

3500 copies per issue sent to
ATC facilities and individuals in
140 countries



→ Safety

SAFETY CULTURE IN YOUR HANDS

TAKE THE FUZZINESS OUT OF SAFETY CULTURE DEBATES



by Steve Shorrock,
Human Factors and Safety Specialist, Eurocontrol

Are safety issues raised by front-line operational/technical staff given appropriate priority within your organisation? Do you and your team incorporate lessons from incidents into your work? If you saw a colleague doing something you thought was risky or unsafe, what would you do?

These are questions about safety culture. They are just examples of the types of questions that are addressed in the EUROCONTROL safety culture programme for European air traffic management (ATM), which has been underway since 2003.

One thing that is clear from the programme, which involves questionnaires and workshops with operational and non-operational staff, is that controllers have very clear opinions

about these sorts of questions. But a survey is fairly pointless without action and continued conversation about the issues that matter to those on the front line of safety.

To help the conversation, the EUROCONTROL Safety Culture Discussion Cards are a practical resource to aid real discussion about safety culture by any person or team within the ANSP, especially operational staff. This article gives you a brief overview of the cards. So what is the point of the cards?

They get people talking. The cards are designed to provoke discussion among both operational and non-operational staff, and have been used successfully with operational staff in safety culture workshops, as well as an aid to TRM training. They do not give answers, but instead raise questions.

The cards build on what you know already. Operational staff already know about safety culture. They live it and feel it. So the cards build on this understanding. The cards do not use theoretical language. They have been designed and tested with controllers. But still, they are based on the EUROCONTROL approach, which has been used on around 20 ANSP surveys.

The cards help improve safety culture by encouraging discussions on ways to improve safety culture, inspiring action based on the outcome of the discussion.

The physical cards are printed in colour on A6 card (but may also be used digitally, e.g. on smartphones). The first few cards in the pack explain very briefly what safety culture is, show the organisation of the cards, and explain some possibilities for using the cards. Then, the discussion cards are sorted into eight elements: Management commitment; Resourcing; Just culture, reporting & learning; Risk awareness and management; Teamwork; Communication; Involvement; Responsibility.

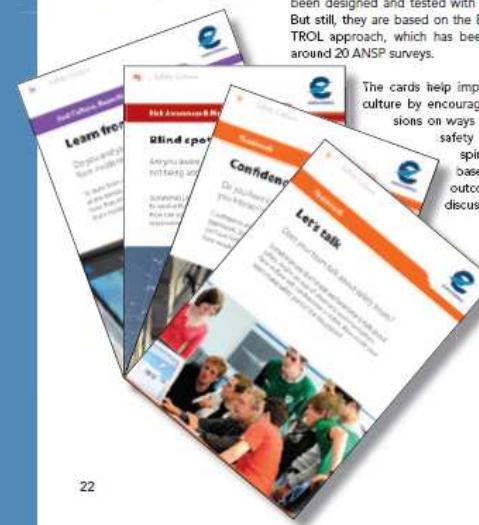
There are several discussion cards for each element, and each discussion card is designed to catch attention with a photo and headline, raise questions and provoke discussion.

There are 83 cards in total – 70 of these are the actual discussion cards, while the rest are explanatory (introduction, photo credits, disclaimer, etc).

So how are the cards used? The cards can be used in any way you can think of, but several ways have been tried. For instance to compare views: different individuals or teams sort cards into two piles: 'What we do well' & 'What we need to improve', then discuss the piles. Another way is to have safety moments: in a small group, take just one card and discuss the card for 10 – 15 minutes. Or have a small group choose a specific element, such as 'Just culture, reporting and learning', and discuss each card in depth, e.g. What and where is our 'best practice' on this issue? Where do we need to improve? Etc. You could also organise the cards into patterns to show how the issues relate to one another in your ANSP, unit or team.

You can use any number of cards, from one to the whole set – whatever works for you. Safety culture can seem abstract, fuzzy and hard to break down. The cards provide a way to discuss safety culture in a straightforward and practical way.

The pdf version may be viewed on smart phones and a low resolution version can be found at <http://dbt.uk/QQ3pBfIq>. High resolution (English and French) print ready versions are also available: contact steven.shorrock@eurocontrol.int or esp@eurocontrol.int ↗



Just Culture, Reporting & Learning

Speak up

Do you feel free to raise safety concerns?

How we all react to the safety concerns of others can influence whether or not they raise them in the future.
Is voicing concerns about safety encouraged?



Card
leaflets

Humanistic by Design

Views on human performance, organisational safety and design from a human factors and humanistic perspective

Wednesday, July 18, 2012

Using the Safety Culture Discussion Cards: Tips from a user

I have received some great practical tips (and considerations for the future) from an ATC Safety colleague who had used the **Safety Culture Discussion Cards** with several different groups. Thanks to Alfonso Barba Martínez (Head of Regional Safety at AENA, the Spanish Air Navigation Service Provider) for the tips below!

Basically, I find it essential to make an introduction to the aims of the cards and the different ways to use them. What I find could be an improvement is to introduce simple cues for those having to administer them as 'facilitators', because what we have been doing until now is introducing the product to those who can make a better use of it (Instructors, Supervisors, mid-management). This made me think that it might be useful to explain a bit further what the outcome of the cards can result in. So basically I would cue those administering the cards on:

- a) Make sure who your audience is, and prepare specific cards for them on each element.
- b) The cards are an excellent tool to insert into any meeting as an added practical activity, breaking frequently tedious expositions and offering some 'brain refreshment'.
- c) Don't use the cards with more 10-12 people? Otherwise the discussion might drift away very easily.
- d) Is anyone supposed to take notes? As facilitator I advised them I would be taking notes, and the different comments and views expressed allowed me to identify weak points in which future safety strategies may be focused on at local level: shifts, fatigue management, airport signaling.
- e) Also, I would favour using **Option 2 Safety moments** at the beginning, as it is a lot easier to engage people in a straight forward discussion on just one item, two maximum.
- f) In the 'How to use this Cards' section, **Option 1 Comparing views, Option 3 Focus on...** and **Option 2 SWOT analysis** don't necessarily need to use all cards, but it sounds like you must. It all depends on time available and going through all of them should not be the objective.
- g) Be careful with the card selection when mixing groups with different activity areas, i.e. Human Resource, Maintenance, ATS, Financial and again, have relevant questions prepared beforehand.

I hope this can be useful to you. As I say, it is mainly focused on the tasks by those presenting the cards to others who must deal with different audiences, and could perhaps feature as a card of its own at the beginning.

Steve Shorrock

I am a human factors specialist and safety psychologist with a background in practice and research in safety-critical industries. My main interest is human factors in safety-related systems and organisations, and improvement via cultural and design-led approaches.

I am also interested in practice-related issues (such as the research-practice gap and the skilled helping approach), humanistic psychology, human factors in current affairs, and the influence of human factors in industry and public policy.

My role is currently Project Leader, Safety Development at EUROCONTROL, France. I am also an Adjunct Senior Lecturer at the School of Aviation, University of New South Wales, Australia. Views expressed here are mine unless stated otherwise.

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 **sciencecampaign** 8 sec
An academic's how-to guide for engaging with Parliament, including 10 top tips: bit.ly/HHSMXf #scipolicy

 **LeaderChat** 32 sec
The Real Leadership Lessons of Steve Jobs. By @HarvardBiz @WalterIsaacson. ow.ly/afIFx

 **Glinnner** 1 min
Good point! RT @monkeyshakes: But then how would we know which Adam Sandler film was released 9 months ago?

 **StevenShorrock** 1 min
How do you handle people with a negative attitude to safety? skybrary.aero/images/5g_Hand... #safetyculture discussion cards skybrary.aero/index.php/Safe... #in

 **miltononline** 1 min
Homeopathy does not have a monopoly on the placebo effect just because that's all it possesses. It's available to any practice. #WHAWV
34 Retweeted by EdzardErnst

 **Glinnner** 1 min
I approve of windows. RT @karinjr: Except for windows. Presumably.

 **OliverKnevitt** 1 min
Don't mix homeopathy and politics: a case study wp.me/p1XxiU-4M
51 Retweeted by EdzardErnst

 **StevenShorrock** ← ★ ⚡ ↗
How do you handle people with a negative attitude to safety?
skybrary.aero/images/5g_Hand...
#safetyculture discussion cards
skybrary.aero/index.php/Safe... #in
1 minute ago via Twitter for iPad

 **Safety Culture** 

Teamwork

Handling negativity

How do you handle people who have a negative attitude to safety?

Occasionally, there are people whose attitude to safety is so negative that colleagues do not want to work with them. What is the most productive way for you or the team to improve the situation?



Photo by Steven Taylor

Where from here?

- Further expansion of countries and languages
- Continuous evaluation
- Further content updates
- Further promotion
- Concept is easily adapted to other industries

6g Safety Culture

Communication



What's the plan?

Do you know the future plans for the development of the services you provide?

Knowing what is planned for the future allows us to give feedback to ensure the plan is good for safety, and to prepare yourself for change. How would you like to be informed about the future plans?





Thank you



Comments? Questions? Feedback?

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