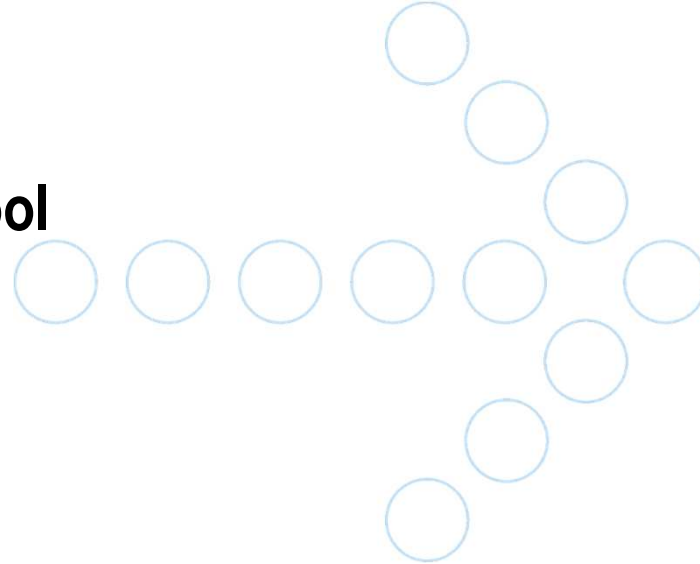


Just Culture as a Safety Tool

Alfred Vlasek
ANS Safety Manager
Austro Control



SICHERHEIT LIEGT IN DER LUFT



What is a Safety Tool

- ▶ Generally, safety equipment is the protection that is used by workers to avoid injuries, casualties, life threatening situations etc.. Different types of safety equipment are used by workers depending upon the nature of risk involved in the work.

Misconception

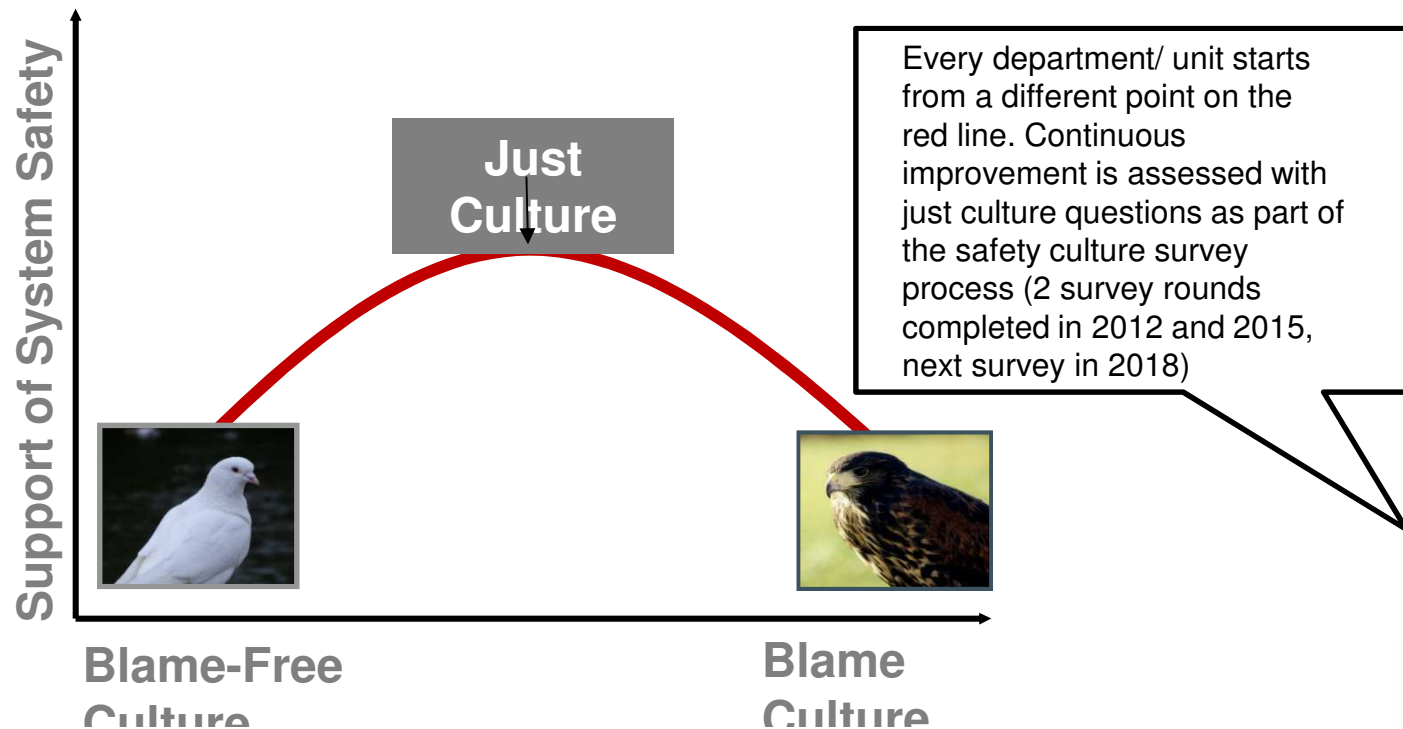
- ▶ A popular misconception is that by elimination failure a product will be safe !
- ▶ A product may be made safety by elimination or minimizing failure

The company may invest in new technologies or routine to improve service BUT do they see it also as a cause of troubles if they do it?

Just Culture

- ▶ Without it you will not know what is going on in your Safety system
 - ▶ JC does not mean you get “off the hook”
 - ▶ JC is in the own company long term interest
 - ▶ JC is improving organizational learning
 - ▶ JC is improving a professional behaviour
-
- ▶ **JC want everything open but is NOT tolerating everything**

Just Culture is...

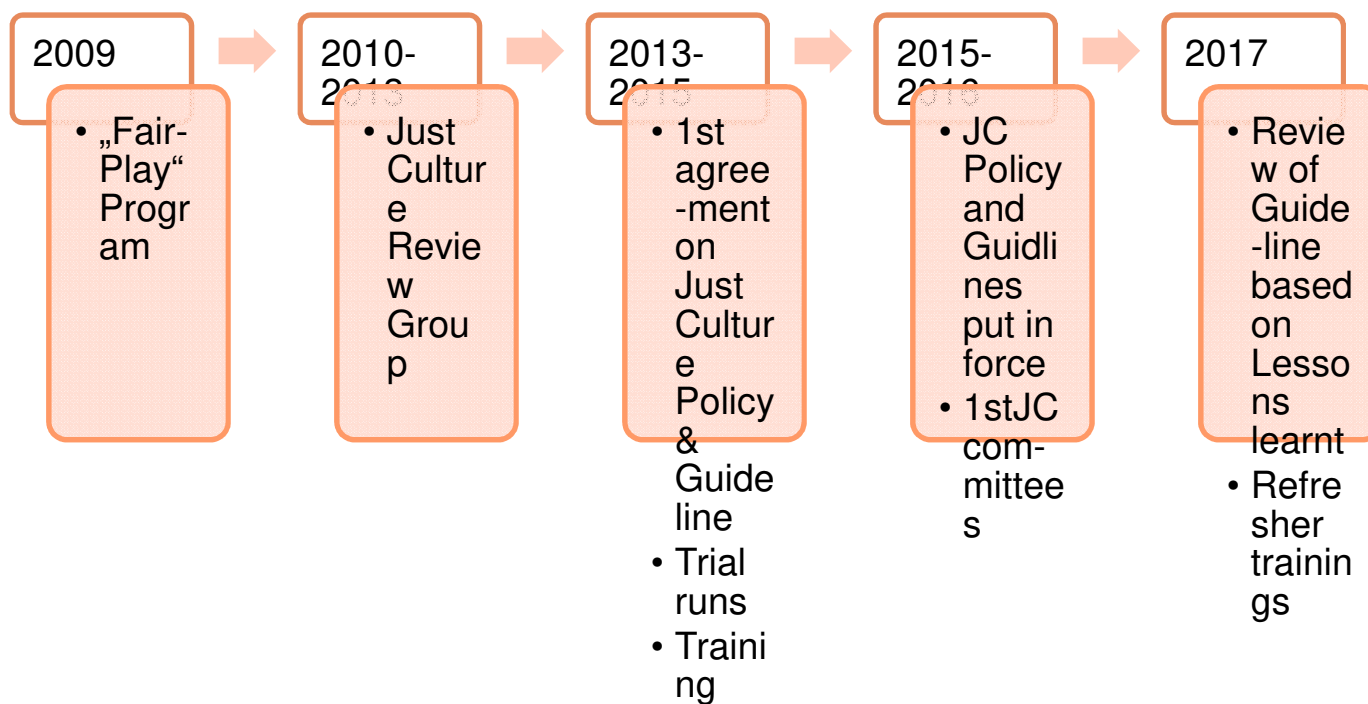


- (12) 'just culture' means a culture in which front-line operators or other persons are not punished for actions, omissions or decisions taken by them that are commensurate with their experience and training, but in which gross negligence, wilful violations and destructive acts are not tolerated;

Safety vs Accountability



ACG JC journey



Three Behaviours...

Unintended Actions Unintended Consequence HUMAN ERROR	Intended Action Unintended Consequence AT-RISK BEHAVIOUR	Intended Action Intended Consequence RECKLESS BEHAVIOUR
<ul style="list-style-type: none"> • Overlooking of targets due to bad HMI design • Overhearing an incorrect readback • Forgetting to perform a planned action due to distractions 	<ul style="list-style-type: none"> • Climbing an aircraft without release • Leaving the position without quality handover • Allowing oneself to get distracted by electronic devices 	<ul style="list-style-type: none"> • Intentionally covering up safety-relevant occurrences
CONSOLE	COACH	DISCIPLINE

Repetitive Behaviour (Routine) Test

System (Substitution) Test

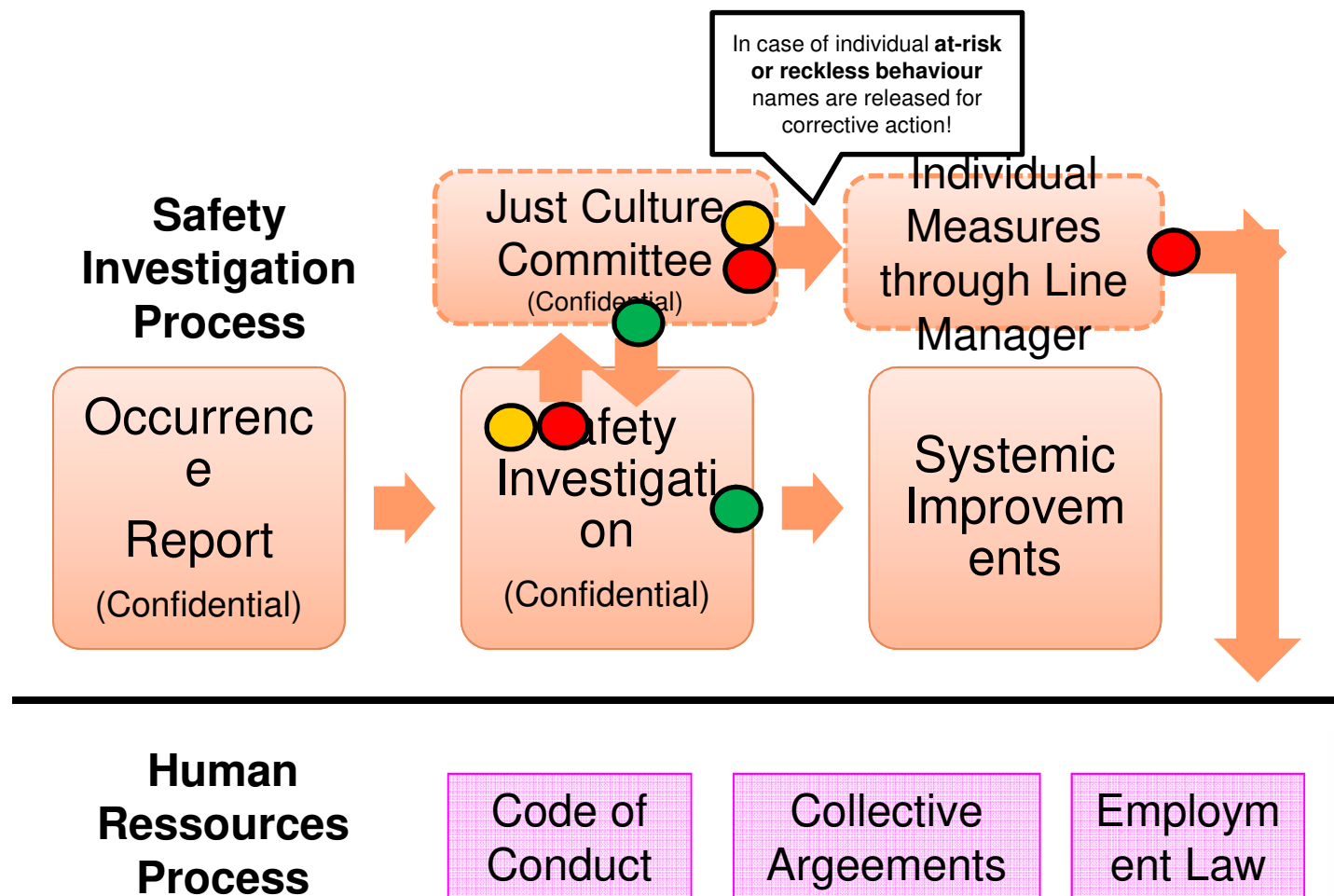
Source: Adapted from David Marx (JC Algorithm) and Baines & Simmons (FAIR)

Improvement Measures

Human Error („honest mistake“) Tolerated	At-Risk Behaviour Not tolerated	Reckless Behaviour
<p><i>Product of our current System Design</i></p> <p>Manage through changes in:</p> <ul style="list-style-type: none"> • Processes • Procedures • Training • Environment/ Conditions • Usw. 	<p><i>A Choice: Risk believed insignificant or Justified</i></p> <p>Manage through:</p> <ul style="list-style-type: none"> • Removing incentives for at-risk behaviour • Creating incentives for healthy behaviours • Increasing situational awareness (risk perception) 	<p><i>Conscious Disregard of Unjustifiable Risk</i></p> <p>Manage through:</p> <p>Remedial action OR Disciplinary action</p> <ul style="list-style-type: none"> • Warning • Note on file • Replacement • Degradation • Removal of Bonus • Dismissal
System Re-Design	Coaching	Discipline

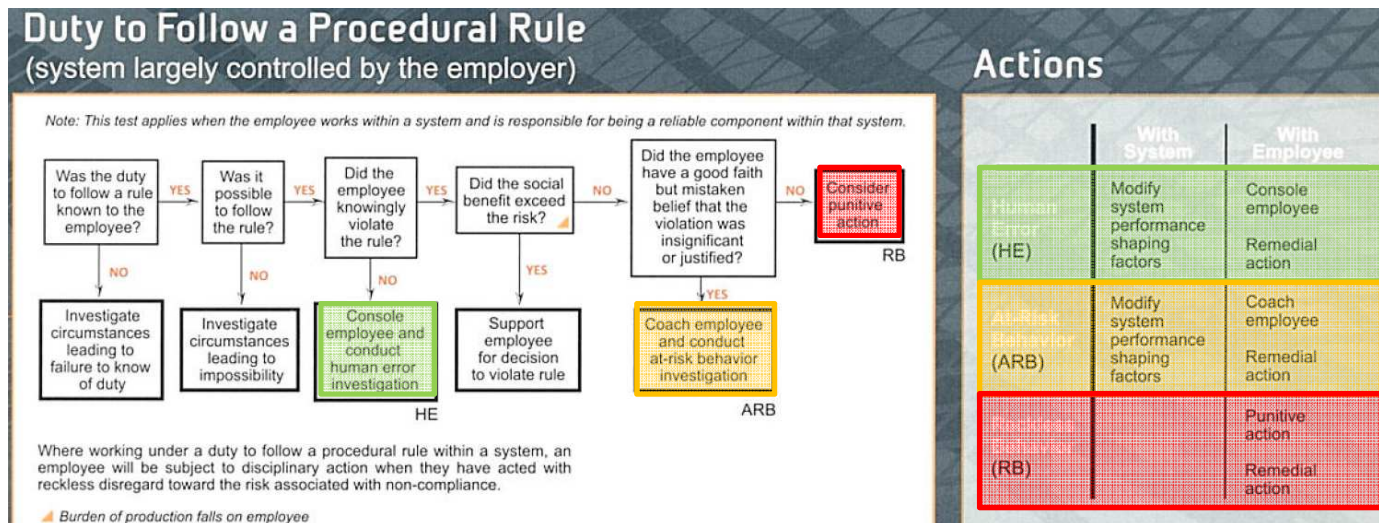
Source: Adapted from David Marx (JC Algorithm) and Baines& Simmons (FAIR)

How does it work?



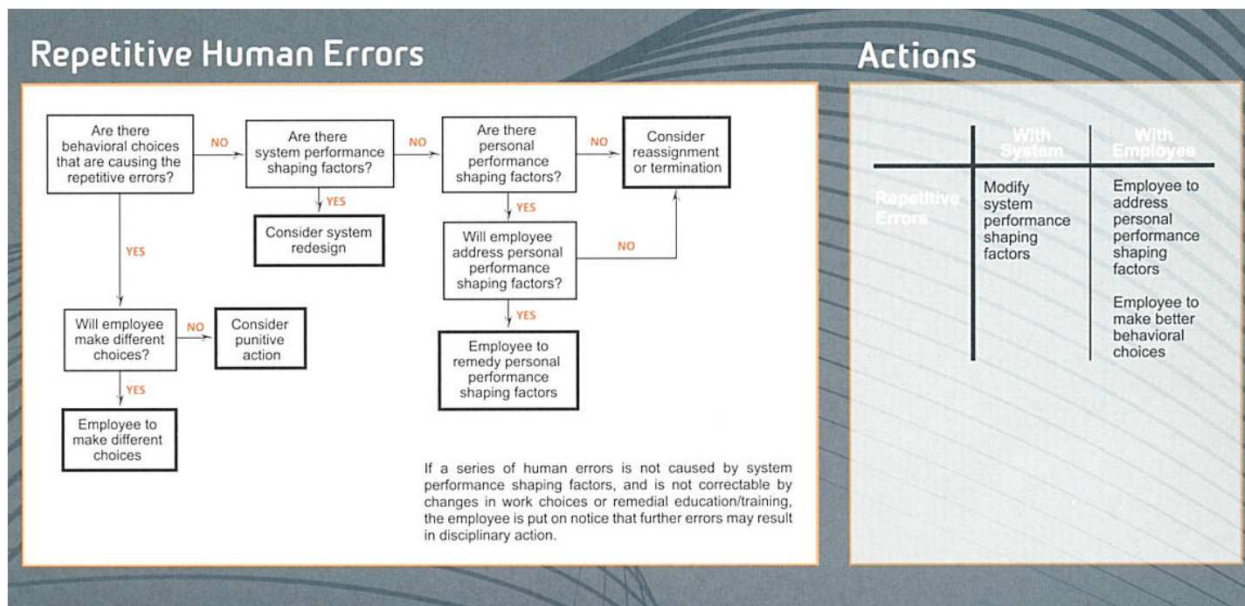
The Just Culture Tool (by David Marx)

Excerpt of most relevant duty:



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Repetitive Behaviour (Excerpt)



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Transparency is crucial

- ▶ Who draws the line inside your organization?

Is everyone aware about it?

Who can change this line?

How can the Operator influence it?

- ▶ Duty of Care vs Just Culture

When should you decide what is best?

How to close the loop from JC to Safety Tool/Improvement



- ▶ Incident Investigation properly done
- ▶ Gathering Safety Data not only from Incidents
- ▶ Transparency
- ▶ Duty of Care / Professionalism
- ▶ Willingness for cooperation
- ▶ Cultural Changes
- ▶ Be Open Minded
- ▶ Define Safety Recommendations with the people involved

JC Lessons Learnt

- ▶ **Who gets to draw the line/ trigger the Just Culture Committee?**
 - managers, CEO/COO, safety, investigators, staff, any other?
- ▶ **Who has access to personal data?**
 - Only the investigator, also the manager?
- ▶ **Who documents repetitive behaviour (body of work)?**
 - Investigator or manager?
- ▶ **How to sell Just Culture?**
 - When you are coming from a no-blame environment
- ▶ **When should the JC Committee get together?**
 - When do you have enough information to decide?
- ▶ **In which cases should the JC Committee get together?**
 - In all cases, only the red, yellow & red?

QUESTIONS ?