



Network Manager
nominated by
the European Commission



Impulse speech

Creating a safety culture in day-to-day Operations

Bridging the gap between work-as-imagined and work-as-done

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Overview

- Perspectives on safety culture
- Safety culture in context
- Evaluating safety culture
- Working with safety culture
- Talking about safety culture



Image: Howard Lake <http://flic.kr/p/9rxkoD>

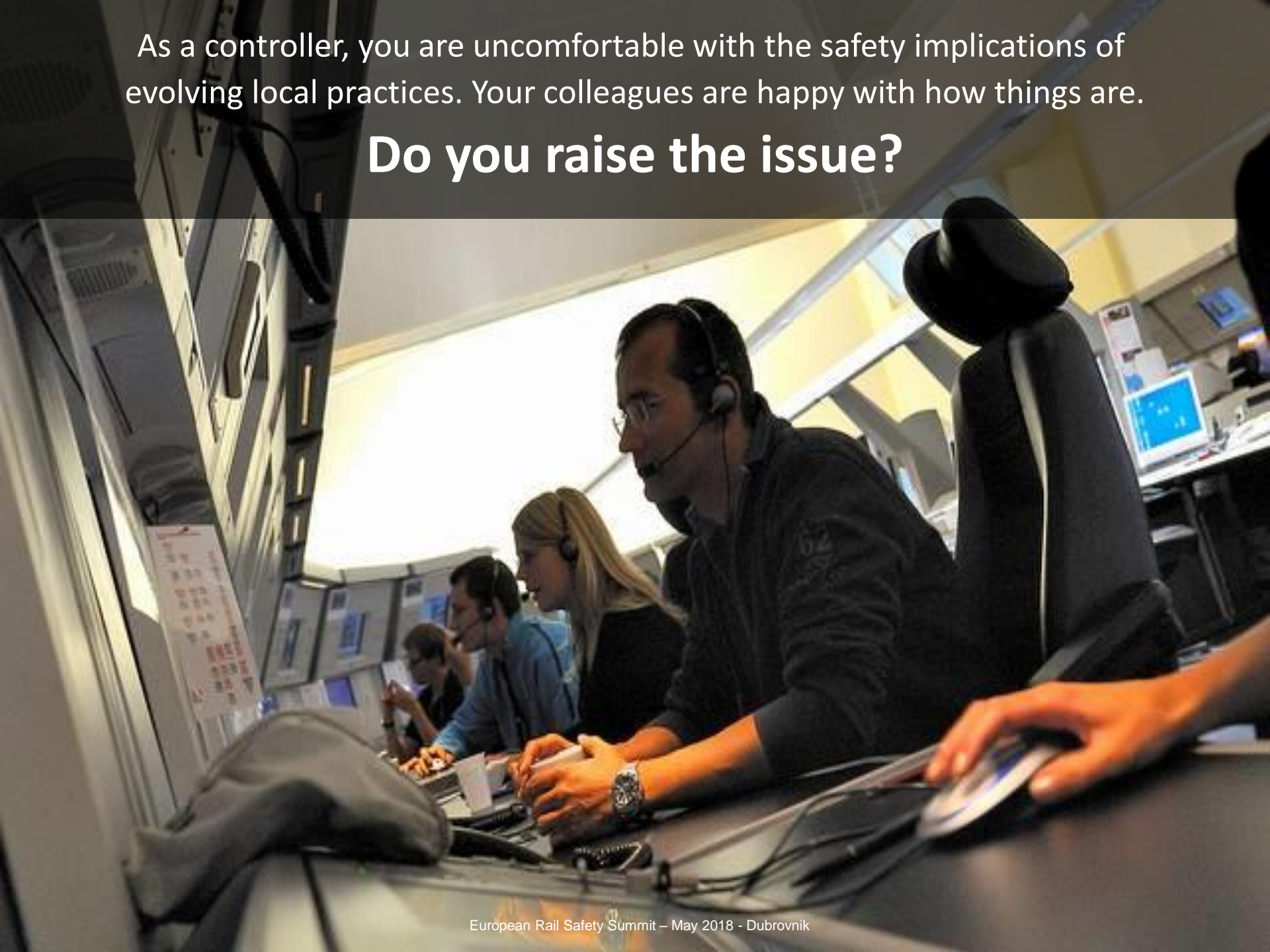


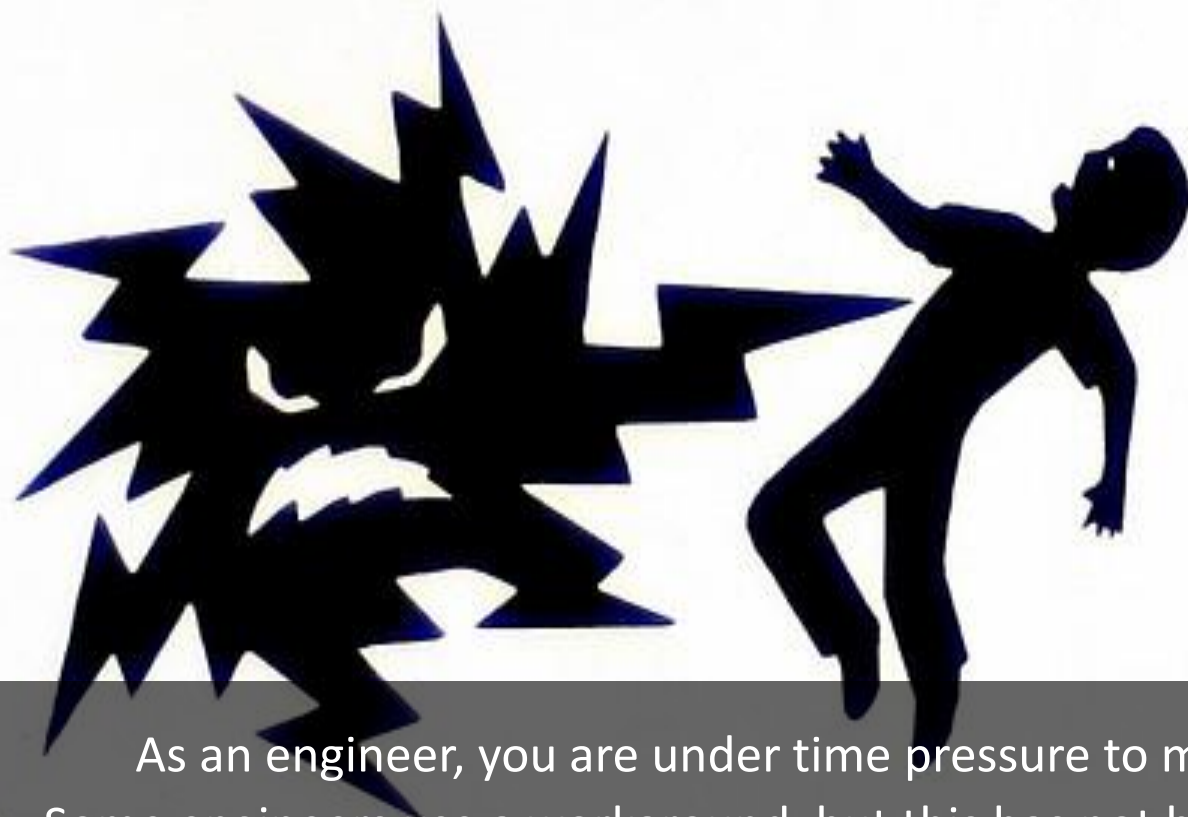
Views from the inside

Perspectives on safety culture

As a controller, you are uncomfortable with the safety implications of evolving local practices. Your colleagues are happy with how things are.

Do you raise the issue?





Hazardous voltage
inside.
Can shock, burn
or cause death

Keep out.
If open or unlo
immediately ca
electric power
and light comp

As an engineer, you are under time pressure to make a system work.
Some engineers use a workaround, but this has not been formally evaluated.

Do you use the workaround?

As supervisor, you know that staff do not have time to read all of the new electronic briefing material. Management are pleased with the newly installed briefing system.

Do you try to resolve the issue?



As an account administrator, you are responsible for paying invoices for airspace map updates. But you are short of time before the holidays.

Do you leave payment until your return?

As a manager, you are under intense pressure to increase cost-efficiency to hit a performance target. You are concerned about emerging safety implications.

How do you respond?



Different perspectives



Different pressures





Why it is important & What it is

Safety Culture in Context

What is
VALUED

What is the
real priority
of safety?

How do we
really think?

What is
BELIEVED

The safety culture of an organization is the product of individual and group values, attitudes, competencies and patterns of behaviour that determine the style and the style and proficiency of an organization and safety management'

How do
we really do
things?

What is
SAID

What is
DONE

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

SAFETY
OUTCOME

A top-down photograph of a full English breakfast served on a white plate with a blue floral border. The meal includes two sunny-side-up eggs, two sausages, two slices of brown toast, two slices of tomato, two strips of pink bacon, and a portion of baked beans. To the left of the plate, a silver butter knife and a silver fork are placed on a teal tablecloth with a white floral pattern. The text 'culture eats strategy for breakfast' is overlaid in white, bold, sans-serif font across the center of the image.

**culture
eats
strategy
*for breakfast***

Peter Drucker

A breakfast tray on a wooden lattice surface. It contains two croissants on separate plates, two glasses of orange juice, two white coffee cups, a bowl of fruit, and a small red dessert. The background is a blurred indoor setting.

safety culture

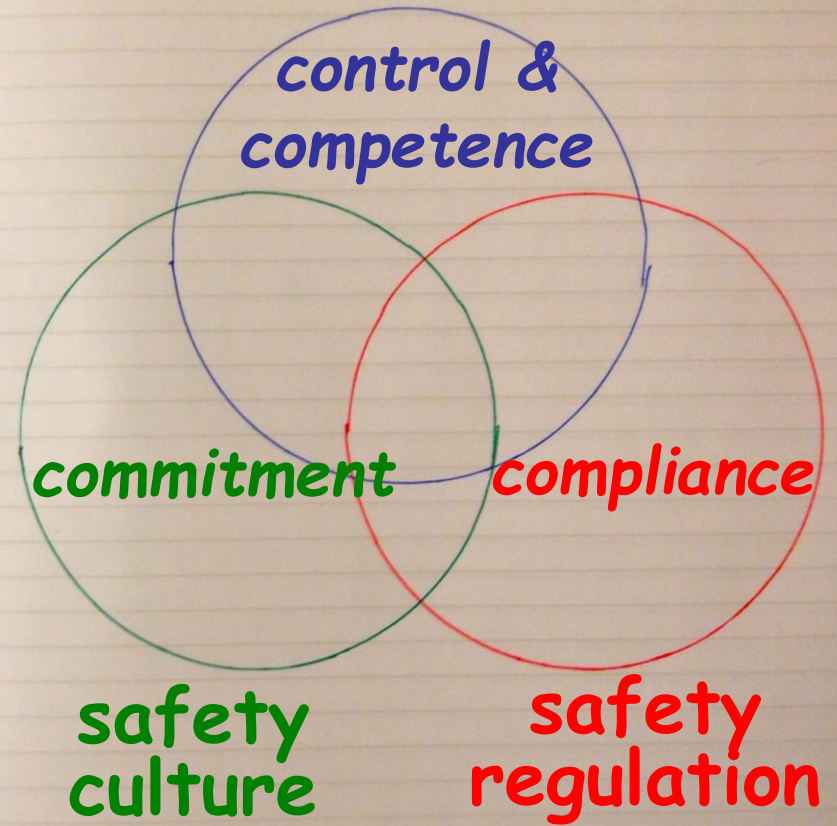
eats

safety management

for breakfast



safety management system



professional culture national culture



organisational culture

Management commitment to safety

Involvement in safety

Reporting & Learning

Find out how things really work

Evaluating Safety Culture



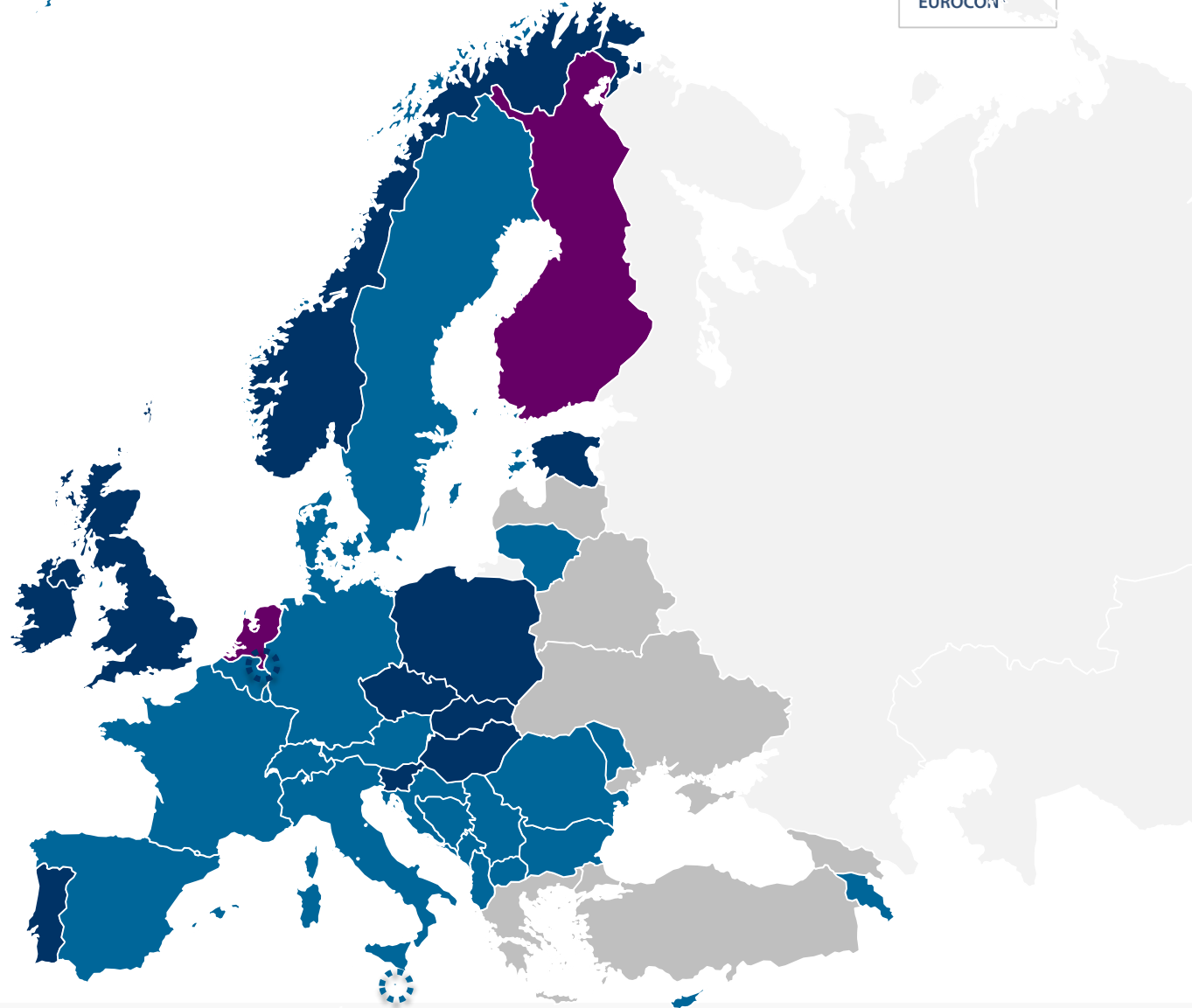
1. Operational & Organisational Safety
 2. All staff groups
 3. Strengths/Assets & Needs
4. Work-as-Done vs Work-as-Imagined

European Safety Culture Programme 2003-2017



Key

- 2+ EUROCONTROL SC Surveys
- 1 EUROCONTROL SC Survey
- Alternative SC Surveys
- Unknown



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EUROCONTROL Safety Culture Factors



How system factors can poison
or nourish safety culture

Working with safety culture



Culture Killers

Perverse incentives & arbitrary targets

Inconsistency & breach of trust

Fear & blame

Silos & group conflict

Senseless process

**How is work-as-done
understood beyond the
front-line?**

MIND THE GAP



**Do field experts help
design the work?**



**How well are
information flows
working?**



How diverse are safety data sources?



Where are the boundaries of organisational learning?



**Does
innovation
extend to
safety?**

A close-up, over-the-shoulder view of a person with dark hair and glasses, looking towards a large, colorful map on a table. The map is filled with various colored markers and lines, suggesting a complex project or organizational structure. The background is blurred, showing other people and hands working on the map.

**Do
organisational goals
reinforce wanted behaviours?**

Keeping the conversation going

Talking about Safety Culture



Safety Culture Discussion Cards

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



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**



Involve. Get involved

Are you sufficiently involved in safety-related activities?

Safety isn't someone else's job. We all need to participate in safety-related activities such as projects, procedures, surveys, training, or awareness campaigns. How can you get more involved?



Thankyou!

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

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