

Just Culture workshop Dubrovnik 2018

Tools, models and things to consider when incorporating Just Culture in operational environment.

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Objective: to give ideas and practical tools to start working on a organisational just culture.

- Not a one size fits all, but a framework to be filled in in own organisation!

Agenda:

- 5 min - Introduction
- 10 min - What is just culture. Group discussions with ECTRL cards
- 5 min - Understanding of just culture
- 10 min - Feedback from the groups
- 15 min – How to! Examples of tools and models
- 15 min – Discussion, Q&A and wrap up

Group discussion – what is just culture and why just culture?



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

SKYbrary

Involve. Get involved
Are you sufficiently involved in safety-related activities?
Safety isn't someone else's job. We depend on participants who-related activities such as projects, procedures, reviews, training, or awareness campaigns. How can you get them involved?

Organisation of the Cards
These are several individual cards from parts of the following safety culture framework.
Each card introduces a different issue for reflection and discussion.
Some cards can be done face-to-face. These are labelled **OFF**.

Management Development

- Decision Making
- Just Culture, Reporting & Learning
- Risk Awareness & Management
- Teamwork
- Communication
- Responsibility
- Environment

Legislation to support Just Culture

“Member States should promote a culture of mutual trust, confidence and learning in which the staff of railway undertakings and infrastructure managers are encouraged to contribute to the development of safety while confidentiality is ensured.”

Directive (EU) 798/2016. Recital 10

“Through the safety management system, infrastructure managers and railway undertakings shall promote a culture of mutual trust, confidence and learning in which staff are encouraged to contribute to the development of safety while ensuring confidentiality.”

Directive (EU) 798/2016. Article 9 (2)

A common understanding of Just Culture

A culture in which front-line operators and others are not punished for actions, omissions or decisions taken by them which are commensurate with their experience and training, but where gross negligence, willful violations and destructive acts are not tolerated.

(Aviation definition of just culture: REGULATION (EU) No 376/2014, art. 2k)

- Feedback from group discussions

Possible how to, examples

How do we avoid these guys:?



Create openness and trust with a structured and consistent fair approach:

- Procedure/ decision tree to establish the cause and the level of intend of an action.
- Subsequent – a competent panel to handle and decide possible punitive consequences

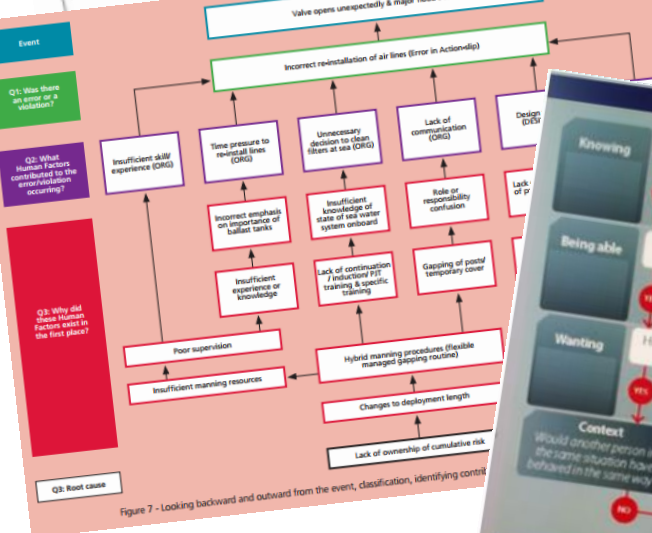
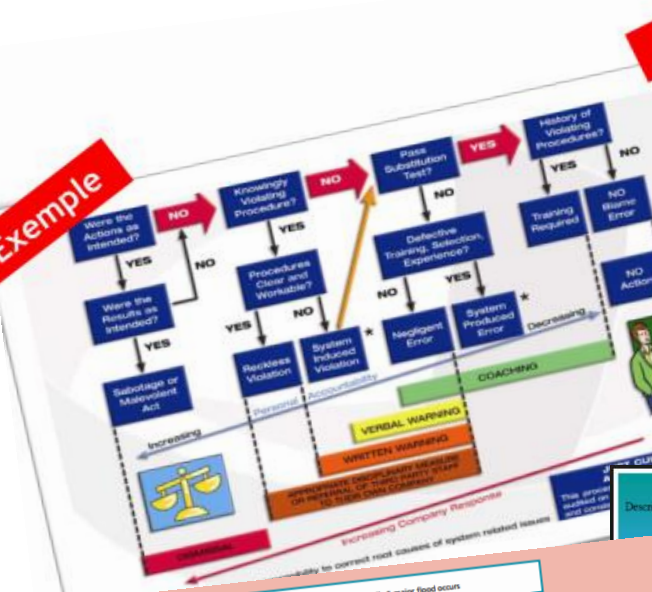
[How do we develop a just culture](#) –video.

- Also consider back office procedures and resources to confirm and handle more reporting.

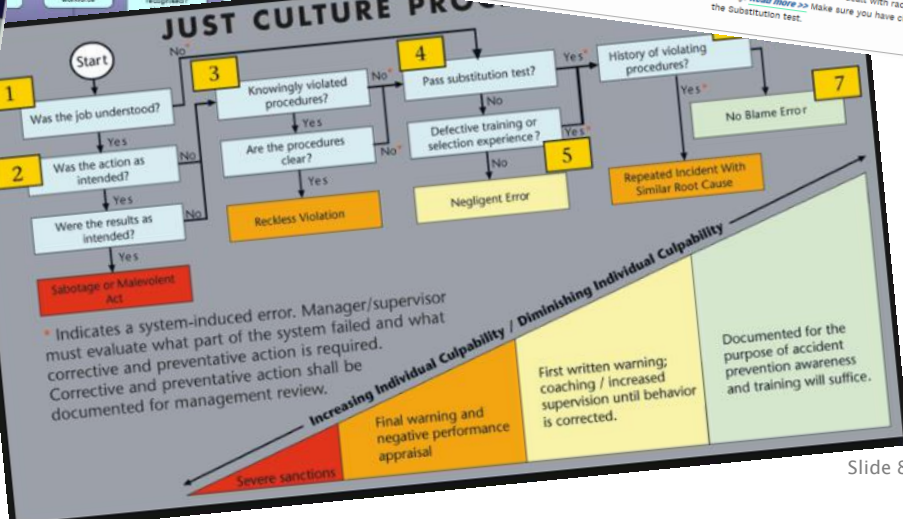
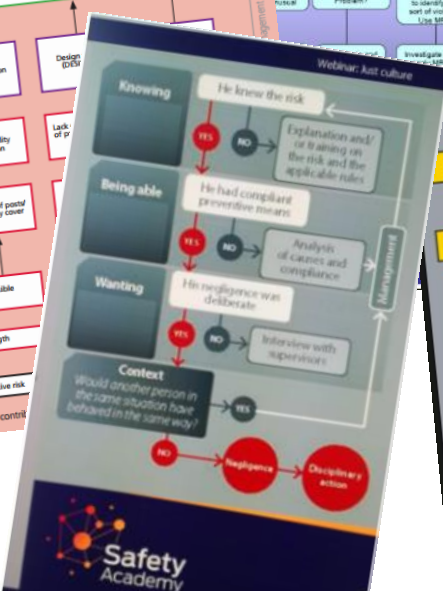
Procedure examples

Exemple

Exemple



Level	Direct to examples	Short description of behaviour	Suggested Just Culture follow up
1	BUSTED! 	Exceptionally skillful handling of a safety situation. A person really excelled in probably a difficult situation.	Recognizing exceptional behaviour is an important element in a just culture, but it is important to be clear about WHAT you are rewarding and HOW you reward. Read more >>>
2		By thoroughly understanding how the system works, a person was able to suggest an important improvement to the operations itself or to the safety management system.	Improving the system effectively demonstrates a high level of skill. This should be recognised and rewarded, not just for the individual, but also because sets a model for other people as how they can apply their expertise and insight to help everybody improve. Read more >>>
3		People take action to help others understand and operate the system better. This could be based on a self-experienced incident or based on a known events in the organisation or elsewhere.	Becoming a teacher, sharing lessons learnt, is not only a major milestone in the development of a professional, but is also a significant contribution to a safety culture. Read more >>>
4		Your person was demonstrating skills working the system as it is known. By the book, intervening where needed, he knows his business!	Working well with the system should not be trivialised. Recognising and rewarding this will establish this way of working at a desirable state. If you do not recognise it, people will see working with the system as dull, boring and unattractive. Read more >>>
5		Somebody made an error. These can be "slips" or "lapses", where an action was forgotten or the "mistake", in which the wrong procedure was applied (action was intentional, follow up was not).	First check the Routine test to see what you are dealing with: <ul style="list-style-type: none"> • First time it happened Read more >>> • The same person did it before Read more >>> • Everybody does this Read more >>>
6		A rule or procedure was not followed. Either the rule was not known, or the rule was too ambiguous or complicated to understand.	First check the Routine test to see what you are dealing with: <ul style="list-style-type: none"> • First time it happened Read more >>> • The same person did it before Read more >>> • Everybody does this Read more >>>
7		Although the person knew about the rule and the that this was not applicable. Either this was done to help the company or client, or this could be done because of "personal optimization".	First check the Routine test to see what you are dealing with: <ul style="list-style-type: none"> • First time it happened Read more >>> • The same person did it before Read more >>> • Everybody does this Read more >>>
8		Person knew there was a rule and person knew it fine. Also known as "recklessness".	Situations like this need to be dealt with radically and acutely. Read more >>> Make sure you have checked out the Substitution test.

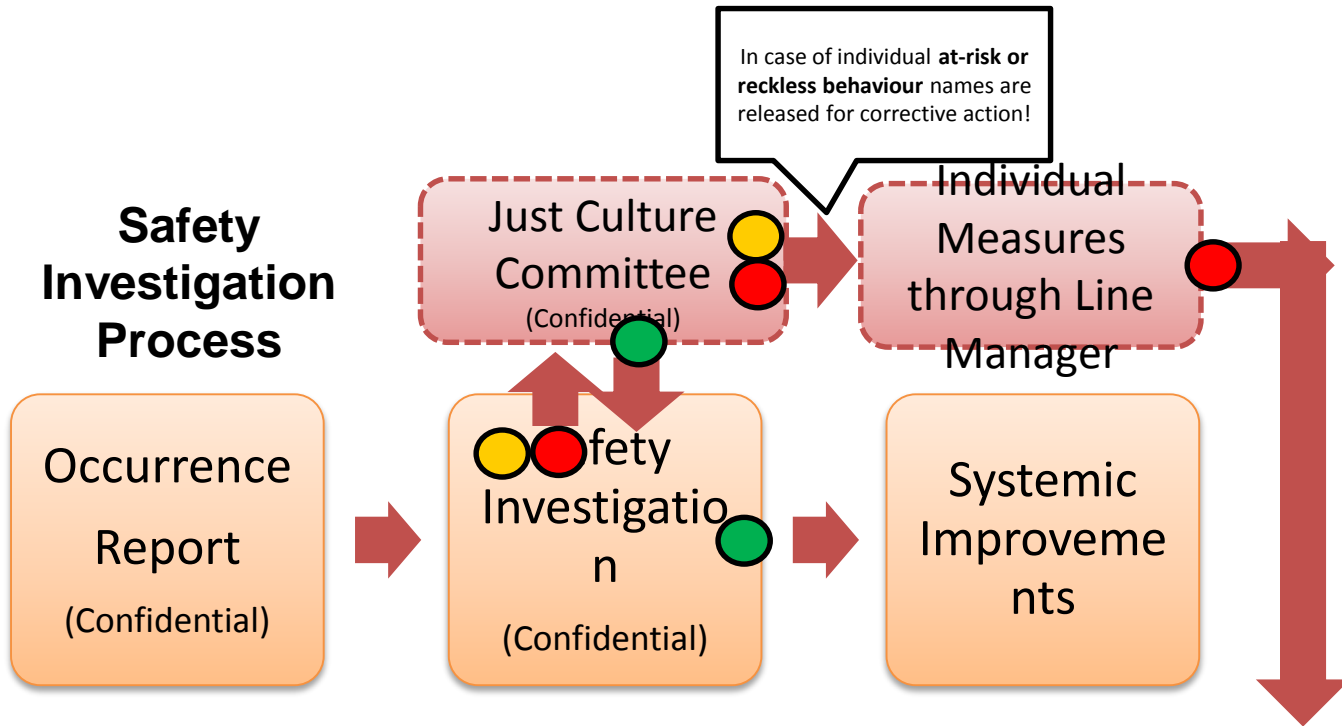


AUSTROCONTROL JUST CULTURE

Human Error („honest mistake“)	At-Risk Behaviour	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)

Setting up an independent panel/committee to draw the line?



Human Resources Process

Code of Conduct

Collective Agreements

Employment Law

Things to consider when creating a Just Culture Panel

- **How to make the committee/panel as independent and objective as possible?**
- **Who is in the panel – which competences are needed?**
 - Technical experts, safety, staff, HR, manager
- **Shall the panel have observers?**
 - CEO/COO, unions, others?
- **Who gets to draw the line/trigger the committee/panel?**
 - Line managers, CEO/COO, safety, investigators, staff, others?
- **Who has access to personal data? (confidentiality)**
 - Only the investigator, also the manager?
- **Who documents repetitive behaviour?**
- **In which cases should the committee/panel get together?**
 - In all cases, yellow and red, only the red?
- **When do the committee/panel have enough information to decide?**

- Discussions, Q&A and wrap up



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- www.skybrary.aero/index.php/Toolkit:Safety_and_Justice
- Questionnaire
 - I have a very clear picture of what just culture is
 - In my organisation we are working structured on JC
 - In my organisation I would say we are at a JC maturity level 1-5

Other discussion points:

- What is the value of SC (reporting, trust, learning, happier staff)
- Contractors and sub-contractors
- Regulator regulated relationship
- Judiciary investigations and court case verdicts

Summarising the steps from the ICSI video with Camille Brunel

How do we develop a just culture

1. Commitment at the highest level
 - The challenge: to share the benefits and impacts of just culture
2. Create a project team (include representatives from all sections)
 - The challenge: agree on a shared language
3. Draw up the just culture charter
 - The challenge: share a vision of a just culture based on key principles
 - Acknowledgement of best practices
 - The right to make mistakes
 - Coherent and predictable management responses to rule-breaking

Summarising the steps from the ICSI video with Camille Brunel 2

4. Use the charter to define concrete actions
 - The challenge: walk the talk
5. Train and support managers and frontline supervisors
 - The challenge: prepare managers for their role in just culture
6. Deploying a just culture
 - The challenge: create the conditions for successful change