

What to consider when developing organisational Just Culture

Nora Balfe & Kim Drews

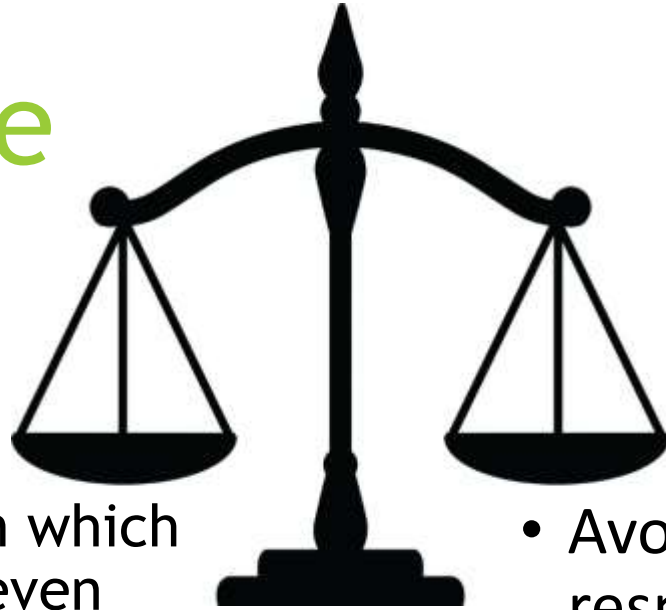
Agenda

- Introduction to/reminder of Just Culture
- High level roadmap presentation
- Group-work
- Presentation of group work
- Summary of roll-out in Irish Rail to date
- Closing remarks

Straw Poll

- How familiar are you with the concept of Just Culture?
- [Kim - I think it's a good idea to establish this early and then split the expertise between the groups. Any good ideas on how to do it?]

Just Culture



An atmosphere of trust in which people are encouraged, even rewarded, for providing essential safety-related information...but in which they are also clear about where the line must be drawn between acceptable and unacceptable behaviour

- Avoids blame in response to human error
- Primary objective is to understand, explain, and prevent
- Clear policy defining when discipline is appropriate (e.g. negligence, recklessness)

Why is it important?



Improving safety depends on learning lessons from accidents and incidents

Learning from incidents depends on the people involved reporting near-misses and co-operating with the investigation

People will only report if they believe they will be treated fairly

Just Culture



Blame Culture

A culture in which, if something goes wrong, the primary response is to apportion blame to one or more individuals and apply sanctions

- In many cases, the individual is not the root cause of the problem, just the most obvious cause
- People are discouraged from reporting incidents and near-misses so there is no basis for organisational learning

Just Culture

A **just culture** is one in which frontline operators or other persons are not punished for their 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



- Requires effort to overcome the blame reflex
- Can be difficult to define the boundaries of acceptable and unacceptable behaviour
- Requires a well developed understanding of human behaviour and human error



No-blame Culture

A culture where individuals are exempted from disciplinary action if they report their errors and cooperate with investigations

- Can give immunity to reckless or malicious individuals
- Lack of consequences for actions
- No reason to take responsibility
- Blame reflexes are highly resilient

Differentiating between errors and violations

- Errors are unintentional, e.g.
 - Forgetting a step in a process
 - Not seeing an important piece of information
 - Not understanding the situation fully
- Violations are intentional rule breaking
 - But the intention is not always bad
 - E.g.
 - Breaking a rule to try to recover time
 - Breaking a rule to try to repair something that otherwise would be impossible
 - Breaking a rule because nobody ever follows that rule
 - Breaking a rule to finish work and get home quicker

High Level Roadmap

1. Organisational commitment and project team
2. Policy and process development
3. Developing and providing training and awareness
4. Roll-out and sustaining a Just Culture

[Kim - the above are my suggested four group - the second one could maybe be split? The following slides have questions for the groups. I think maybe four flip-charts that can be pre-populated with some of these questions would be good]

Group 1: Organisational Commitment and Project Team

- What inputs would you need?
- How important is organisational commitment and how can it be achieved?
- Who should be on the Project Team (what kinds of roles, disciplines, seniority, etc.)?
- How big should the project team be?
- What should the outputs of this phase be?

Group 2: Policy and process development

- What inputs would you need for this phase?
- What is the relationship between a Just Culture policy and the SMS?
- How would you determine the process to be followed?
- How much consultation, and with who, is needed?
- How should the policy and process(es) be documented?
- Who/what part of the organisation should own the policy?
- What are the outputs of this phase?

Group 3: Developing and providing training and awareness

- What are the inputs to this phase?
- What are the likely challenges in providing training and raising awareness?
- Who (what groups) should be targeted for training and who (what groups) for awareness raising?
- What form(s) of training would be appropriate?
- What form(s) of awareness raising would be appropriate?
- What should be the outputs of this phase?

Group 4: Roll-out and sustaining a just culture

- Where/how should a roll-out start?
- Big-bang or phased approach?
- How can momentum be built and maintained?
- What processes might be needed over time to sustain a Just Culture?

Group Feedback

Organisational commitment and project team in Irish Rail

- Commitment initially secured from senior leadership as part of Safety Leadership training
- Follow up presentations at Safety Review Group meetings
- Project team ~10 members with operational, competence management, safety, HR, HF, investigation and employee (union) representatives
- Outputs: presentations on Just Culture concept, working group terms of reference

Policy and process development in Irish Rail

- Presentations to working group from external organisations who are further ahead on their Just Culture journey
- Process mapping of current responses to incidents and identification of blockers to a Just Culture
- Policy developed with key principles of Just Culture
- Guide written detailing concept, process to be followed, and tools to help apply a Just culture

Developing and providing training and awareness in Irish Rail

- Plan to use ERA training
- [Kim - put your stuff here?]

Roll-out and sustaining a Just Culture in Irish Rail

- Still to be done, but...
- Key people are likely to be frontline managers/supervisors/inspectors
- Plan to recruit ‘champions’ from these roles in different parts of the business
- Processes to be put in place to review post-incident decisions by a panel to ensure consistency and maintain Just Culture standards
- Ongoing communications plan to be developed to help sustain Just Culture
- Next steps to develop and support a stronger Reporting Culture

Conclusion

- Any final thoughts or comments?
 - Any ideas on how the European rail community can help support the development of Just Cultures?
 - [Kim - other close out questions or comments?]