



Just Culture

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NANDTB Aircraft Inspection and Maintenance Seminar

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What Just Culture isn't?



ALL NEW 

Why do we need a Just Culture?



Why Just Culture?

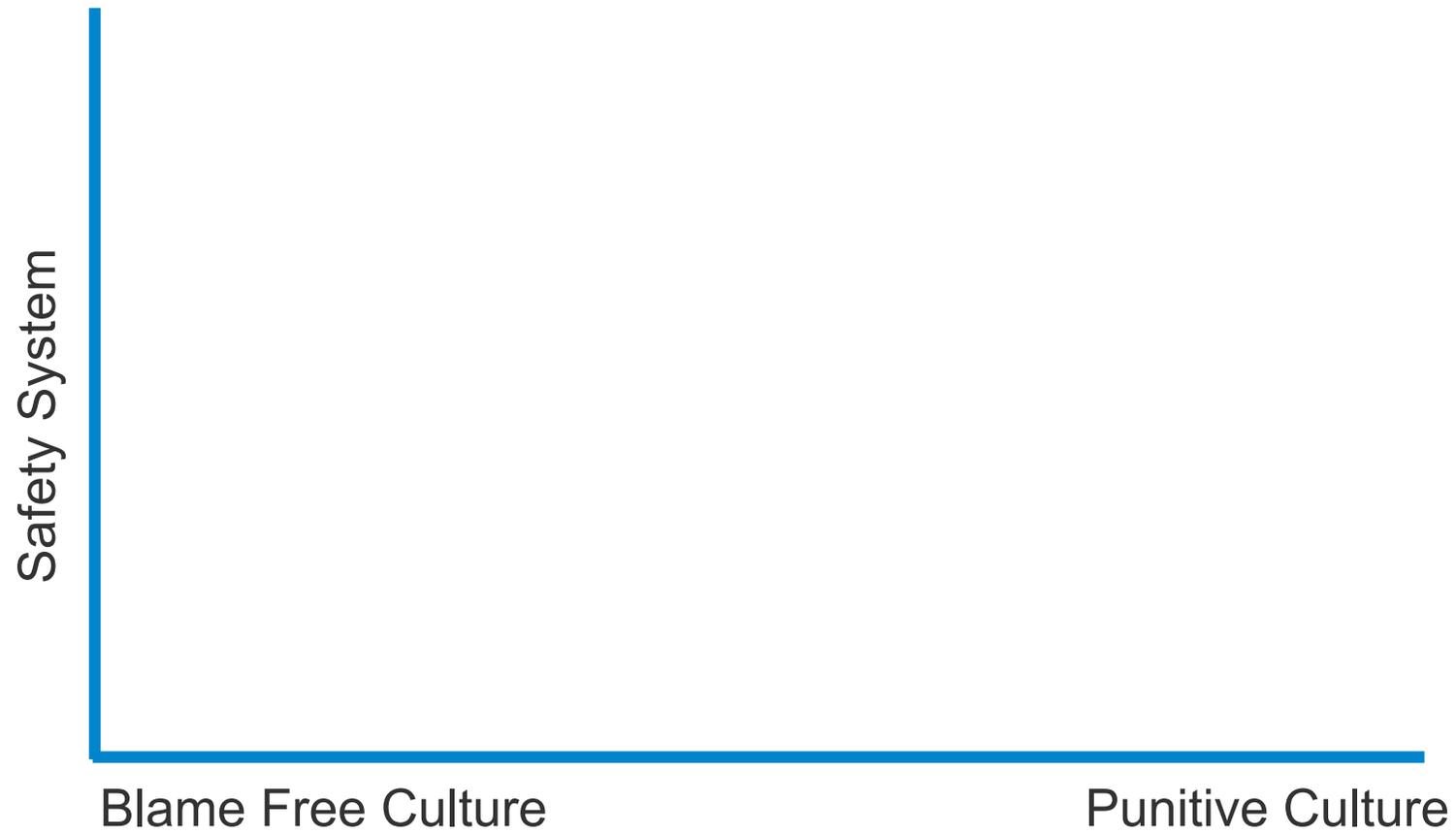
“It’s important that employees report incidents for a number of reasons. Primarily so that employers understand when something has gone wrong and can learn from that incident and put in place measures to prevent it from happening again. They want to avoid it happening to someone else, potentially with more severe consequences”.

UK Civil Aviation Authority (UK CAA)

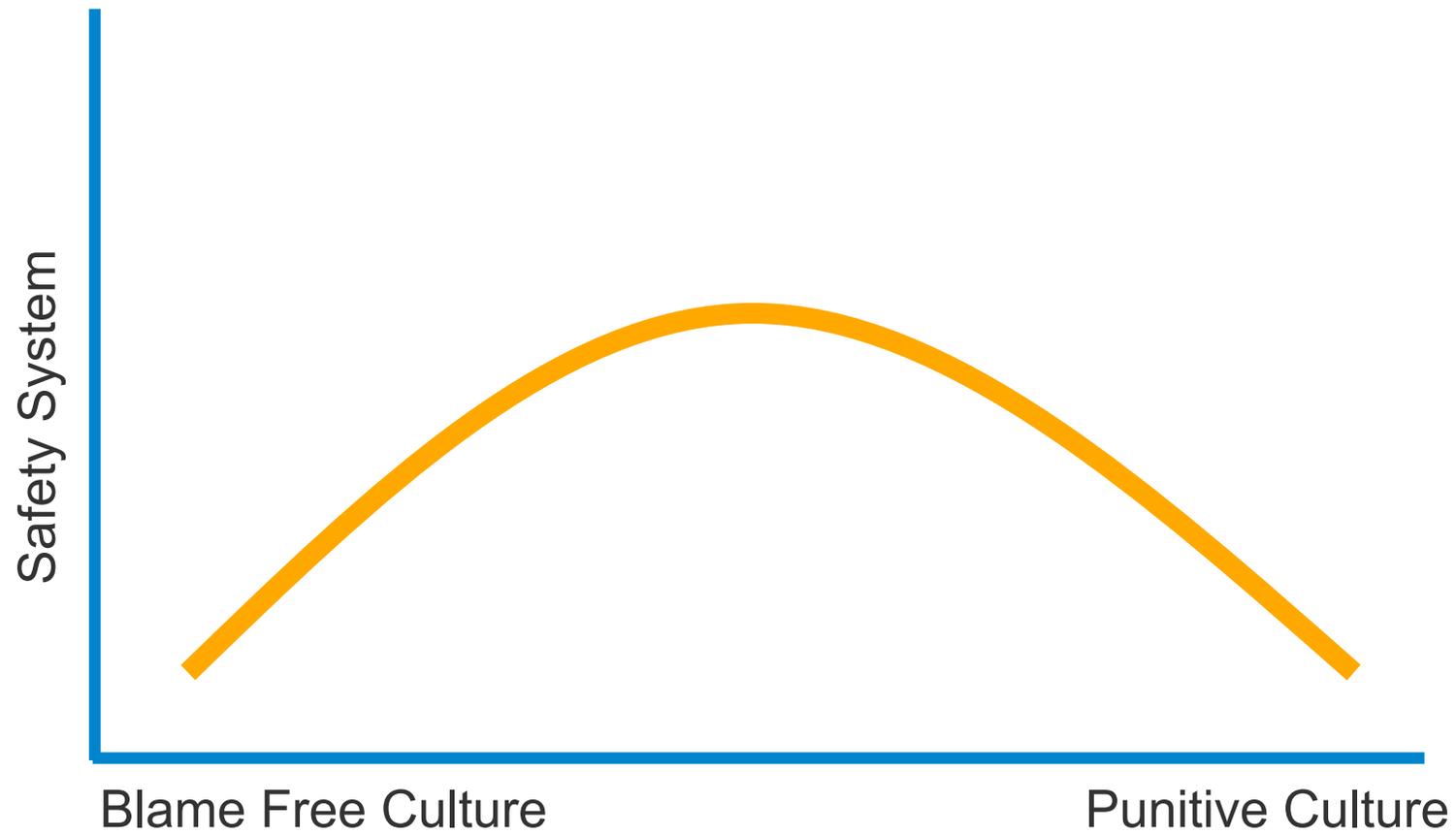
Honest and open reporting helps us to understand and recognise potential risks in the evolving world of aviation

Employees are more likely to be open and honest when they know that they won't be punished for speaking up about safety issues, and when they know that they will be treated fairly if they make a mistake.

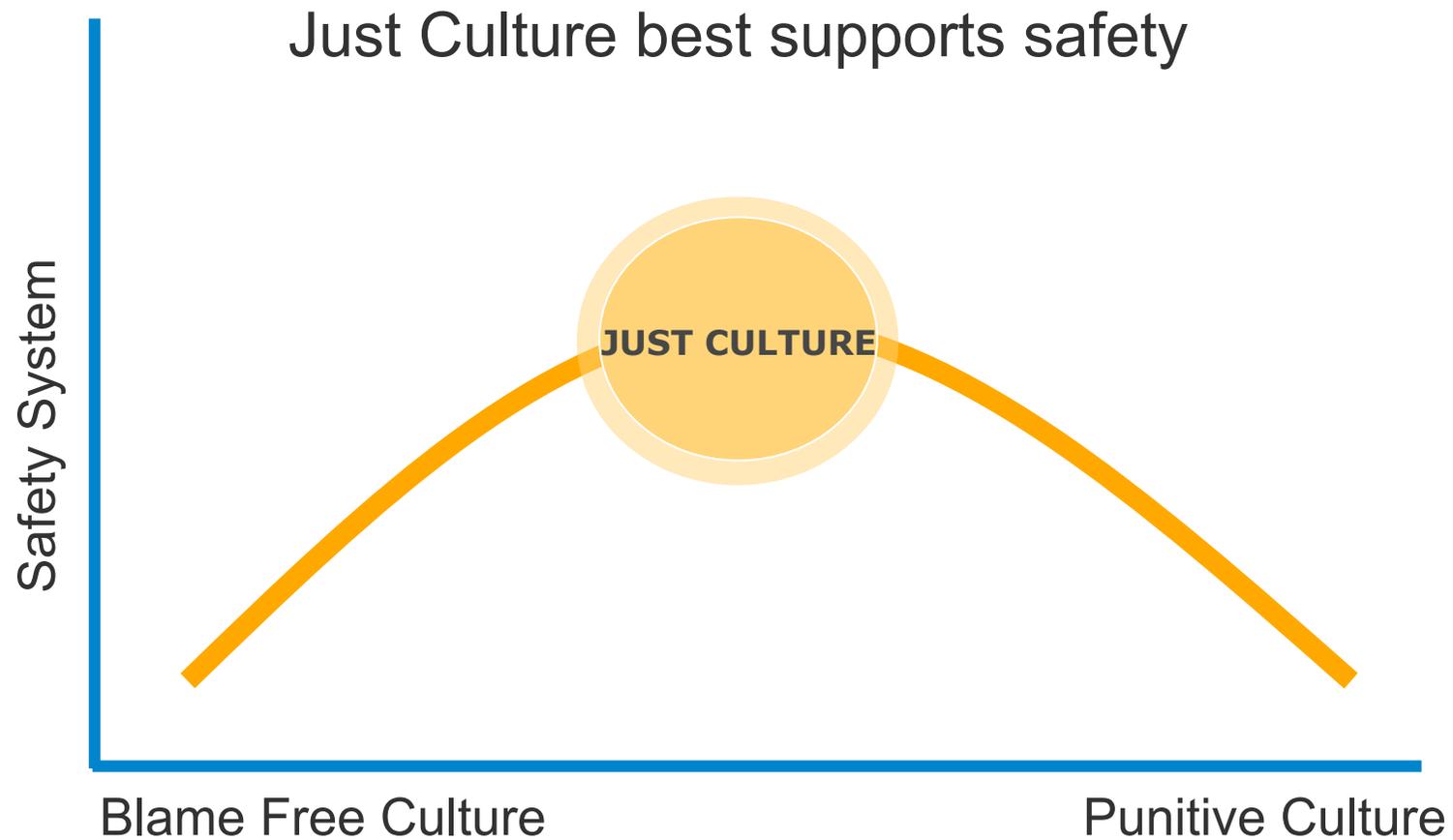
Blame-free versus Punitive



Blame-free versus Punitive



How does Just Culture compare to other systems of accountability?



Just Culture Principles



What is a Just Culture?

In a Just Culture, we share values and beliefs about:

- Fairness
- Consistency



Goal is to encourage people, through fairness and consistency, to be open about mistakes and to report their mistakes. When people do this, we can learn, and we can improve the safety of the whole operation.

Managing Human Risk

- Human Factors contribute to over 70% of all accidents and incidents
- People are both our biggest asset and sometimes our biggest risks
- Two things we can do to manage human risk: design resilient systems and influence behaviour

Designing Resilient Systems

Influencing Behaviours

JUST CULTURE

Supports the organisation to
design resilient systems and influence individual behaviours

The Cornerstones of Just Culture

1. Actively seek out risk

Awareness of hazards so they are managed before they cause harm

2. Support a learning culture

Employees feel comfortable reporting mistakes so they can be learned from

3. Manage employee behaviour

Clear boundaries and consistent application of discipline

4. Focus on fixing the system

Rather than 'fixing individuals' to prevent the next accident occurring

Why do Managers need to know about Just Culture?



What do the regulations say?



Australian Government
Civil Aviation Safety Authority

CAAP SMS-1(0)

Civil Aviation Advisory
Publication (CAAP)
January 2009

SAFETY MANAGEMENT SYSTEMS FOR REGULAR PUBLIC TRANSPORT OPERATIONS



Australian Government
Civil Aviation Safety Authority

“**Just Culture** is an organisational perspective that discourages blaming the individual for an honest mistake that contributes to an accident or incident. Sanctions are only applied when there is evidence of a conscious violation or intentional reckless or negligent behaviour.”

3.2.5 Safety policy statements may take different forms but will typically include:

management’s explicit support of a ‘**just culture**’, as part of the overall safety culture of the organisation.

Part 145 Manual of Standards

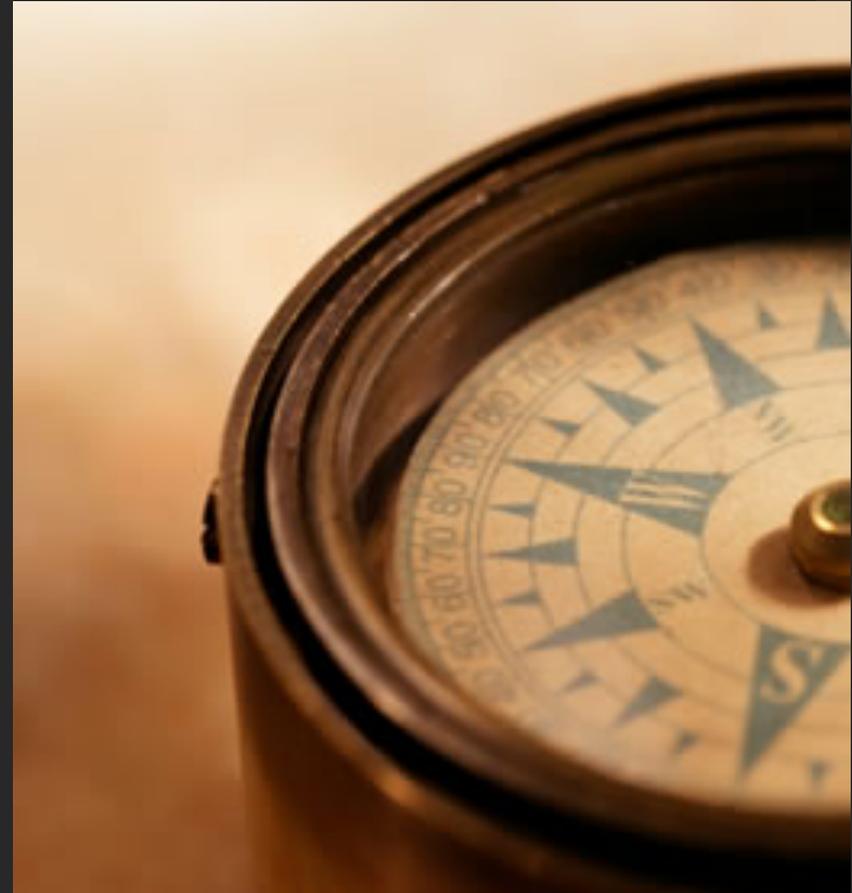
145.A.60 Occurrence and major defect reporting

- (a) An AMO must have an internal occurrence reporting, investigation and feedback system set out in its exposition, which utilises “**just culture**” reporting principles and which it will follow for reporting and following up on maintenance and safety issues that are found during the carrying out of maintenance on an aircraft or aeronautical product.



What We Must Believe About the Foundation of Just Culture

- To err is human
- To drift is human
- Reckless acts are rare
- Risk is everywhere
- We must manage in support of our values
- We are all accountable



Explaining Just Culture

Would you be confident to explain Just Culture principles and processes to a one of your employees?

I think I might have made a mistake, I think it's really unlikely that it will seriously impact the operation but I guess it has the potential to, do I need to report it?

Types of Safety Behaviours



Types of Safety Behaviours

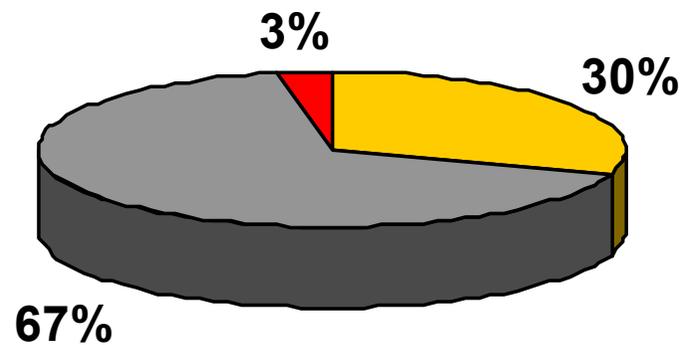
HUMAN ERROR

**AT-RISK
BEHAVIOUR**

**RECKLESS
BEHAVIOUR**

The Three Behaviours

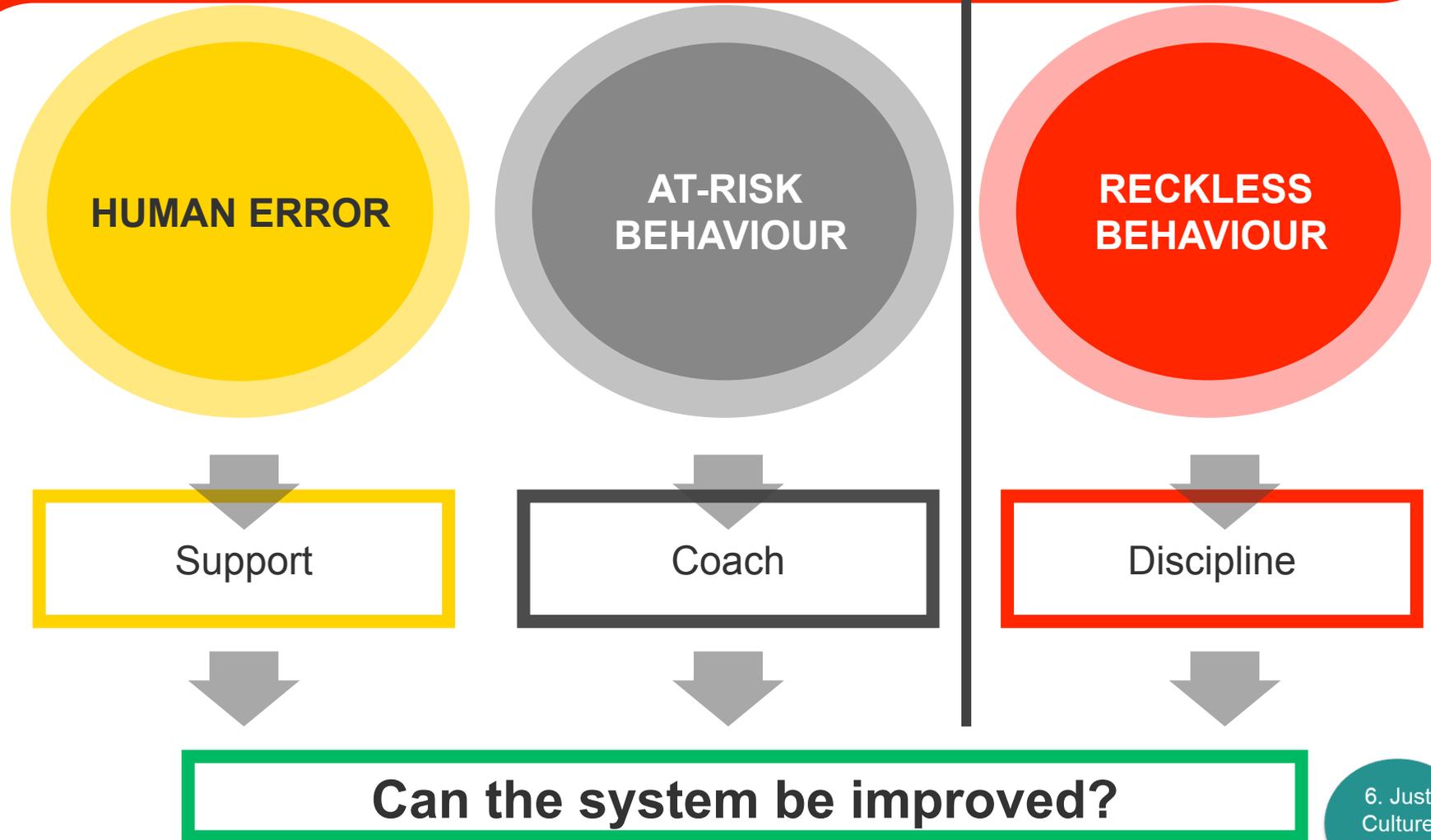
The three behaviours and their contribution to overall risk



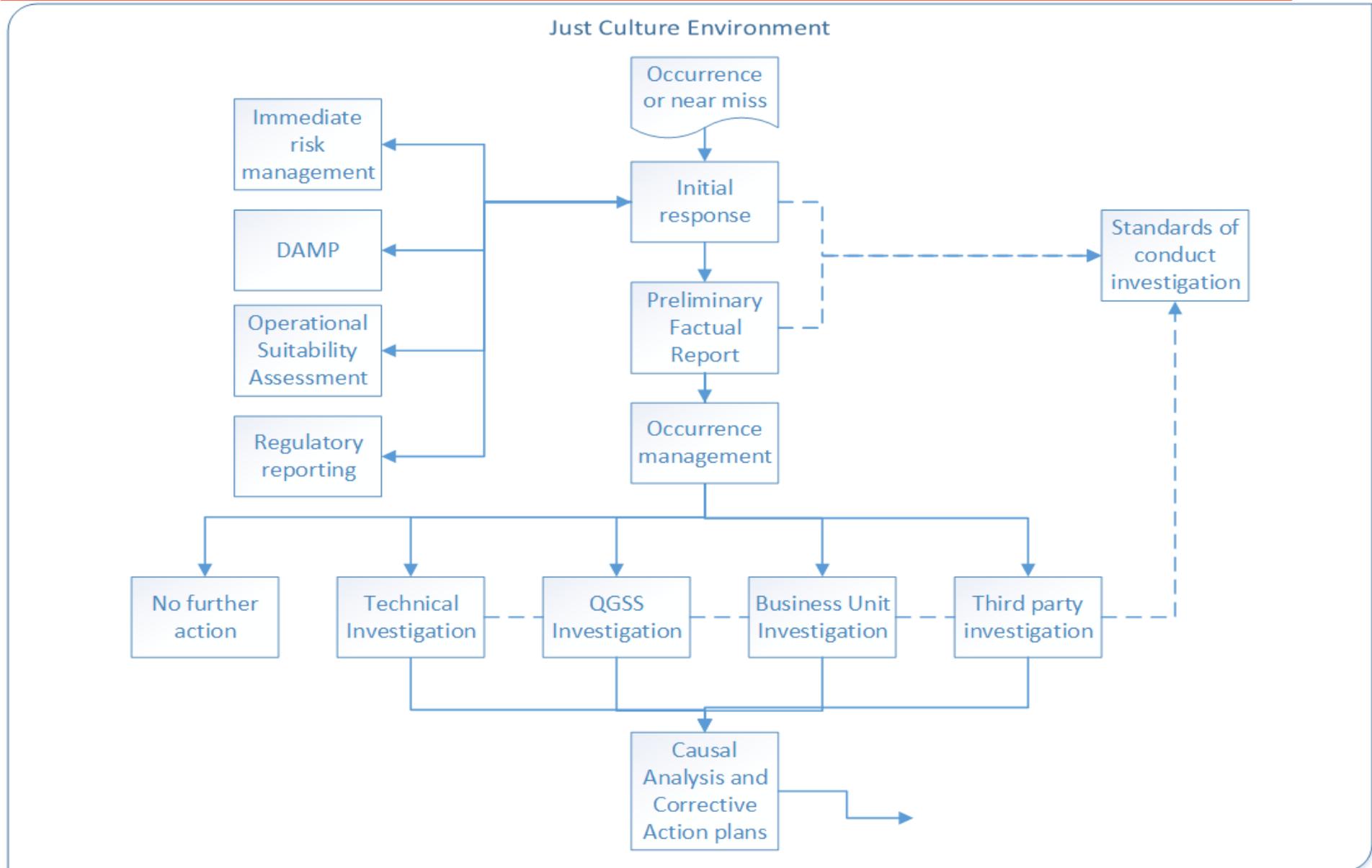
■ Human Error ■ At-Risk Behaviour ■ Reckless Behaviour

Source: Outcome Engineering. Breakdown of investigations from aviation, healthcare, and aerospace.

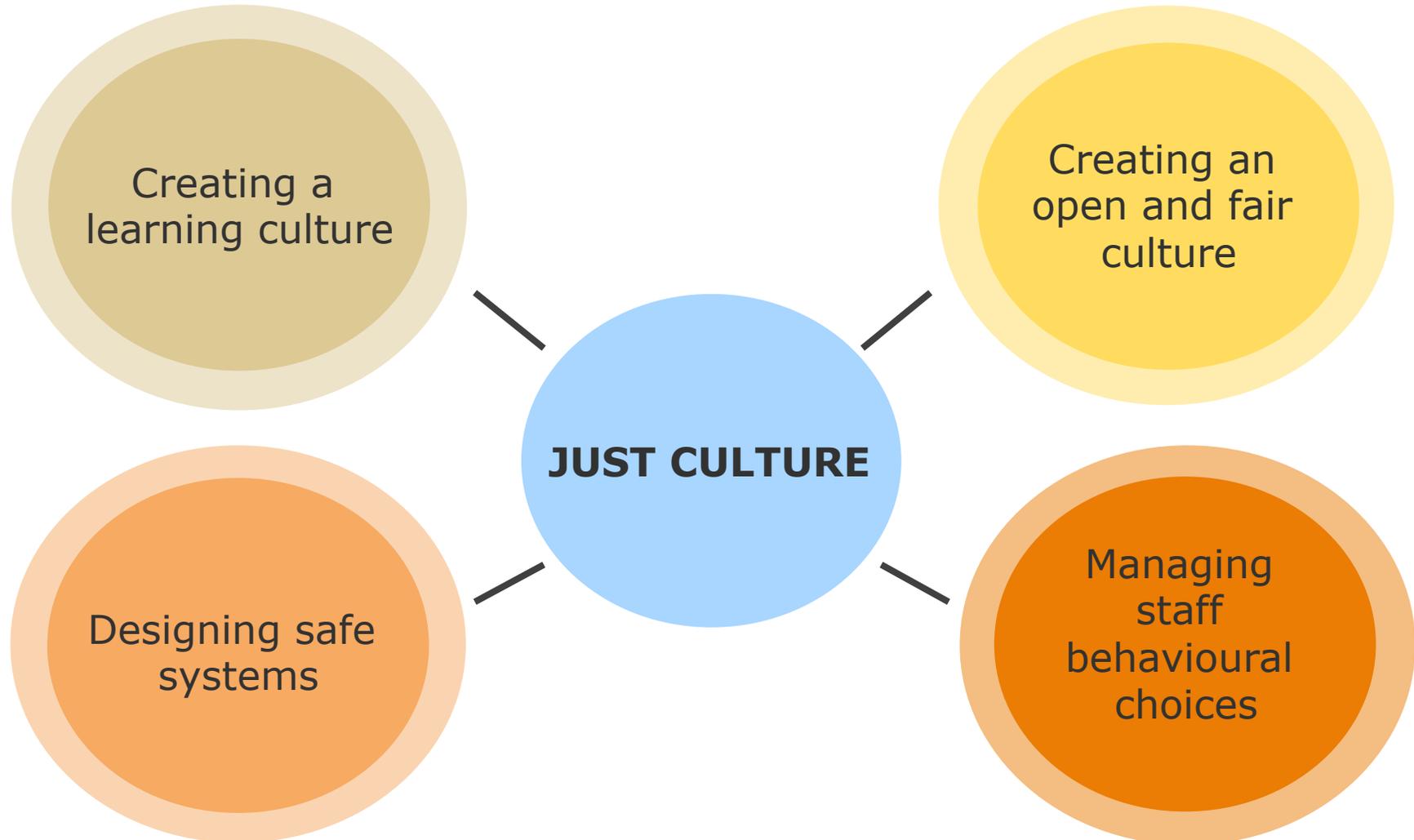
Manage Behaviours and Improve the System



QE occurrence response and Investigation process overview



How does Qantas support Just Culture?



How can employees support Just Culture?

Look for the risks around you

Report Errors and hazards

Make Safe choices

Make choices that align with **Organisational values**

Contribute to the design of safe systems

Follow Procedures



How can Managers support Just Culture?

Consistent
treatment
of everyone

Promote
Just Culture
principles

Manage people
according to
Organisational
values

Be aware of
how you could
be perceived

Clear line
in the sand

Don't make
snap
judgements

Address both
the **system** and
individuals

Model
expected
behaviours

Be transparent
about the
process



Questions?

