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
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?**
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
The safety culture of an organisation is the product of individual and group values, attitudes, competencies and patterns of behaviour that determine commitment to, and the style and proficiency of, an organisation’s health and safety management’

Advisory Committee for Safety on Nuclear Installations (HSC, 1993, p. 23)
culture eats strategy for breakfast

Peter Drucker
safety culture eats safety management for breakfast
Management commitment to safety
Involvement in safety
Reporting & Learning

professional culture

national culture

safety culture

organisational culture

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Find out how things really work

Evaluating Safety Culture
Focus

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

- **2+ EUROCONTROL SC Surveys**
- **1 EUROCONTROL SC Survey**
- **Alternative SC Surveys**
- Unknown
EUROCONTROL Safety Culture Factors

Management Commitment to Safety

Resources

Procedures & Training

Just culture, Reporting & Investigation

Unfavourable
Neutral
Favourable

Colleague Commitment to Safety

Communication & Learning

Risk handling

Collaboration
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

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

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?

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."
Thankyou!

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

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