Safety leadership – priciples and just culture

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"Safety is a state of mind.
Safety requires time and resources and above all dedication, from the top to the bottom.
Let's not leave anyone behind!

As leaders, your behaviour counts more than anyone else's. You have a major influence on culture and this is why we expect you to be safety leaders."

Josef Doppelbauer
European Union Agency for Railways
Executive Drector

But how to put this in practice?

Five Safety Leadership Principles

01 CREATE THE SAFETY VISION

02 SHARE THE SAFETY VISION

03 BE CREDIBILE AND LEAD BY EXAMPLE

04 PROMOTE TEAM SPIRIT AND HORIZONTAL COOPERATION

05 ACKNOWLEDGE GOOD PRACTICE AND EVALUATE DEVIATIONS FAIRLY

➢ Take 5 minutes to do the exercise on leadership in the handout

 ➢ Read the bullet points and give the column the right title from the below

Five Safety Leadership Principles

01	02	03	04	05
CREATE THE SAFETY VISION	SHARE THE SAFETY VISION	BE CREDIBILE AND LEAD BY EXAMPLE	PROMOTE TEAM SPIRIT AND HORIZONTAL COOPERATION	ACKNOWLEDGE GOOD PRACTICE AND EVALUATE DEVIATIONS FAIRLY

01

**CREATE
THE SAFETY VISION**

- Involve everyone in the construction of the safety vision
- Give safety appropriate importance in the context of other challenges, with the objective of collective efficiency and overall performance
- Use the safety vision to define a safety strategy that is practical and suited to the needs of the situation on the ground and integrate it into the safety management system
- Integrate safety at all levels of the organisation
- Evaluate managerial and operational practices to check the implementation of the safety strategy and relevance of the safety vision

01 **02**

**SHARE
THE SAFETY VISION**
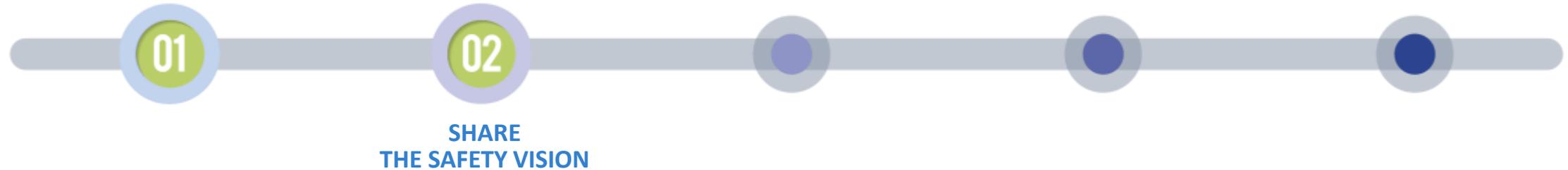
- Provide regular communication of safety vision, strategy and expectations in terms of conduct
- Renew messages to maintain vigilance, motivation and participation; refer to past accidents
- Communicate clearly and appropriately: use suitable language to ensure understanding and reduce the amount of information
- Remind that safety is everyone's business
- Create a workspace where intrinsic motivation can develop and grow

01 **02** **03**

**BE CREDIBLE AND
LEAD BY EXAMPLE**
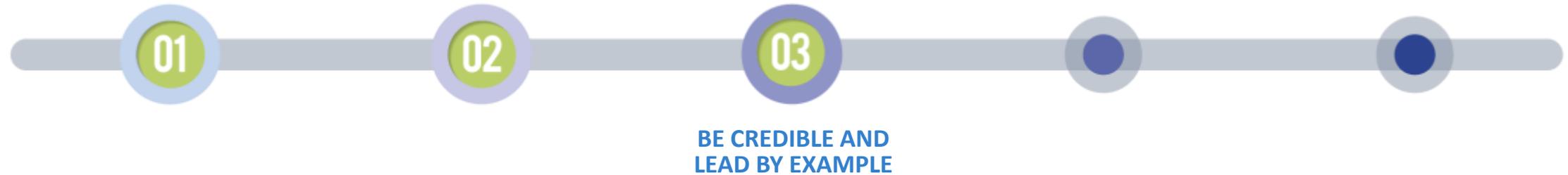
- Demonstrate on a daily basis a personal commitment to safety and working conditions through attitude and decisions
- Be available on-site to observe, intervene when faced with dangerous behaviour, listen and communicate effectively
- Be able to challenge and question the attitude of others including senior managers and experts
- Ensure that all actors obtain sufficient expertise to take ownership of safety objectives
- Demonstrate exemplary compliance with safety requirements and commitments even in degraded conditions
- Create a climate of trust, respect and openness; promote transparency by providing reasons for decisions and ensure that actions are understood

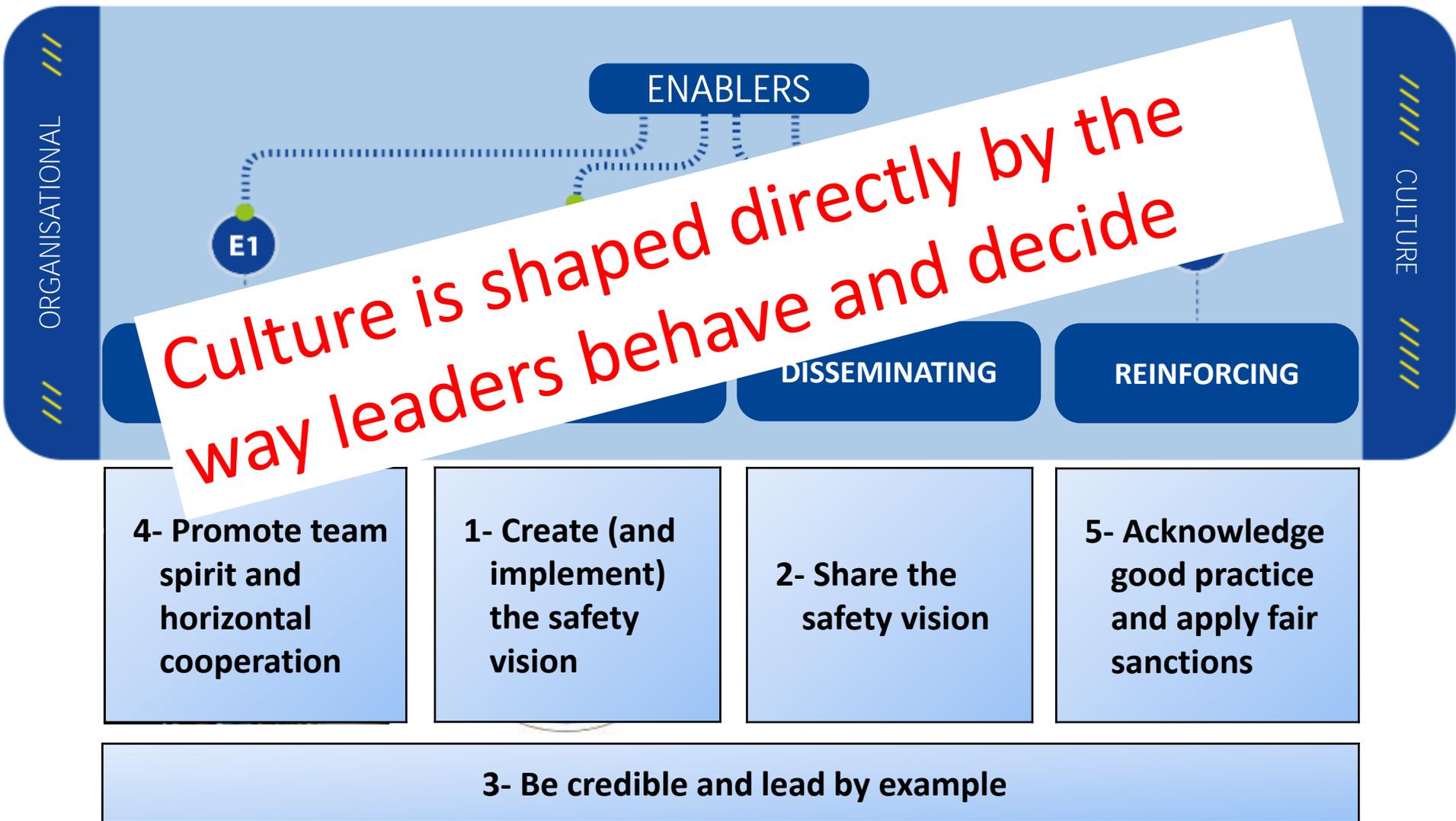**PROMOTE TEAM SPIRIT AND HORIZONTAL COOPERATION**

- Encourage discussion and team spirit to resolve safety problems and sharing of good practice, tools and methods
- Ensure a shared understanding of risks (particularly at interfaces) and individual contributions
- Ensure that everyone feels included and that internal and external teams collaborate and share a collective commitment for safety
- Develop a good relationship with safety staff and inspectors
- Use objectives and performance indicators that support horizontal cooperation
- Hold regular meetings with the various trades and professions to discuss safety issues
- Check that established group practice supports transparency and collective progress

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01 — 02 — 03 — 04 — 05

**ACKNOWLEDGE GOOD PRACTICE
AND EVALUATE DEVIATIONS FAIRLY**

- Recognise and highlight good practice and initiatives in order to reinforce safe behaviour and raise awareness
- Collectively celebrate success
- Explain what is unacceptable conduct and the corresponding sanctions (if necessary using a graded scale)
- Carefully analyse the context before applying any sanction
- Exercise skilled, fair and honest judgment in safety matters
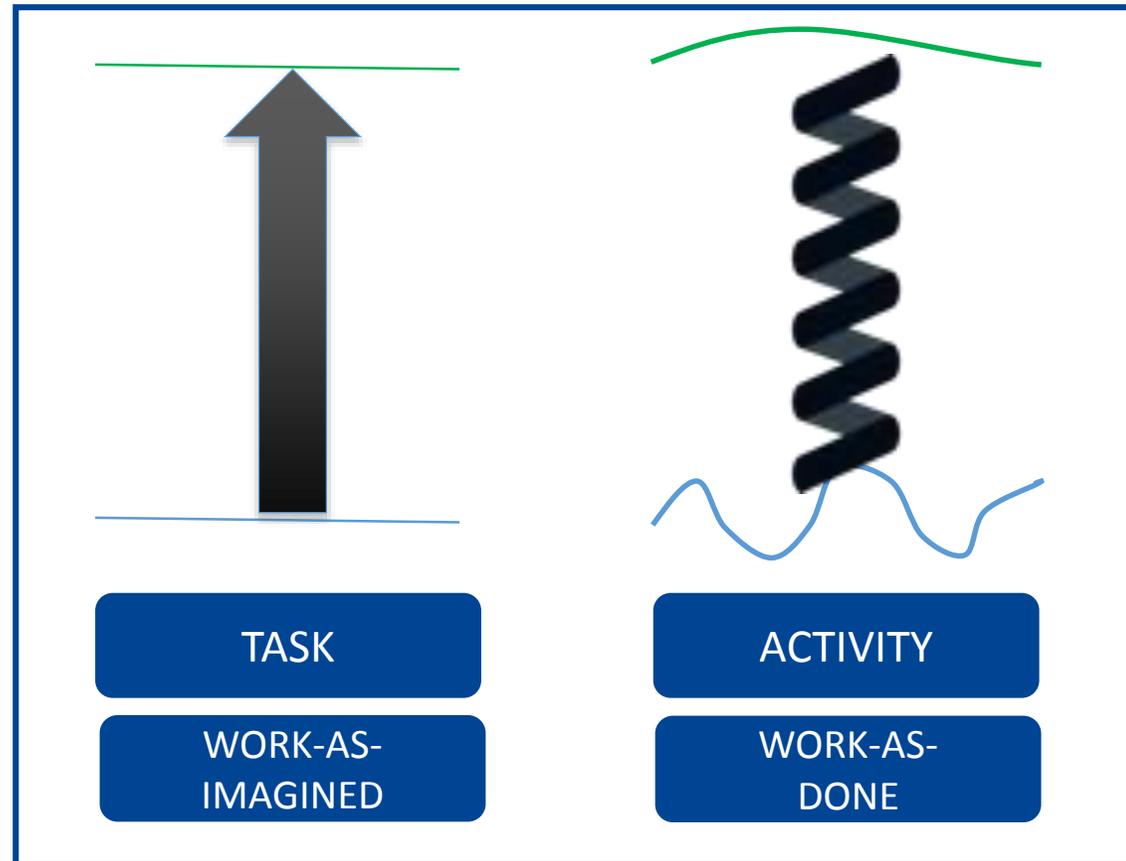- Be able to transparently justify any sanction

ENABLERS

ORGANISATIONAL

CULTURE

E1

DISSEMINATING

REINFORCING

Culture is shaped directly by the way leaders behave and decide

4- Promote team spirit and horizontal cooperation

1- Create (and implement) the safety vision

2- Share the safety vision

5- Acknowledge good practice and apply fair sanctions

3- Be credible and lead by example

Just and Fair Treatment

How to respond in a just and fair manner?

TASK

WORK-AS-IMAGINED

ACTIVITY

WORK-AS-DONE

ANALYSE THE GAPS TO IMPROVE SAFETY

How do we avoid these guys?
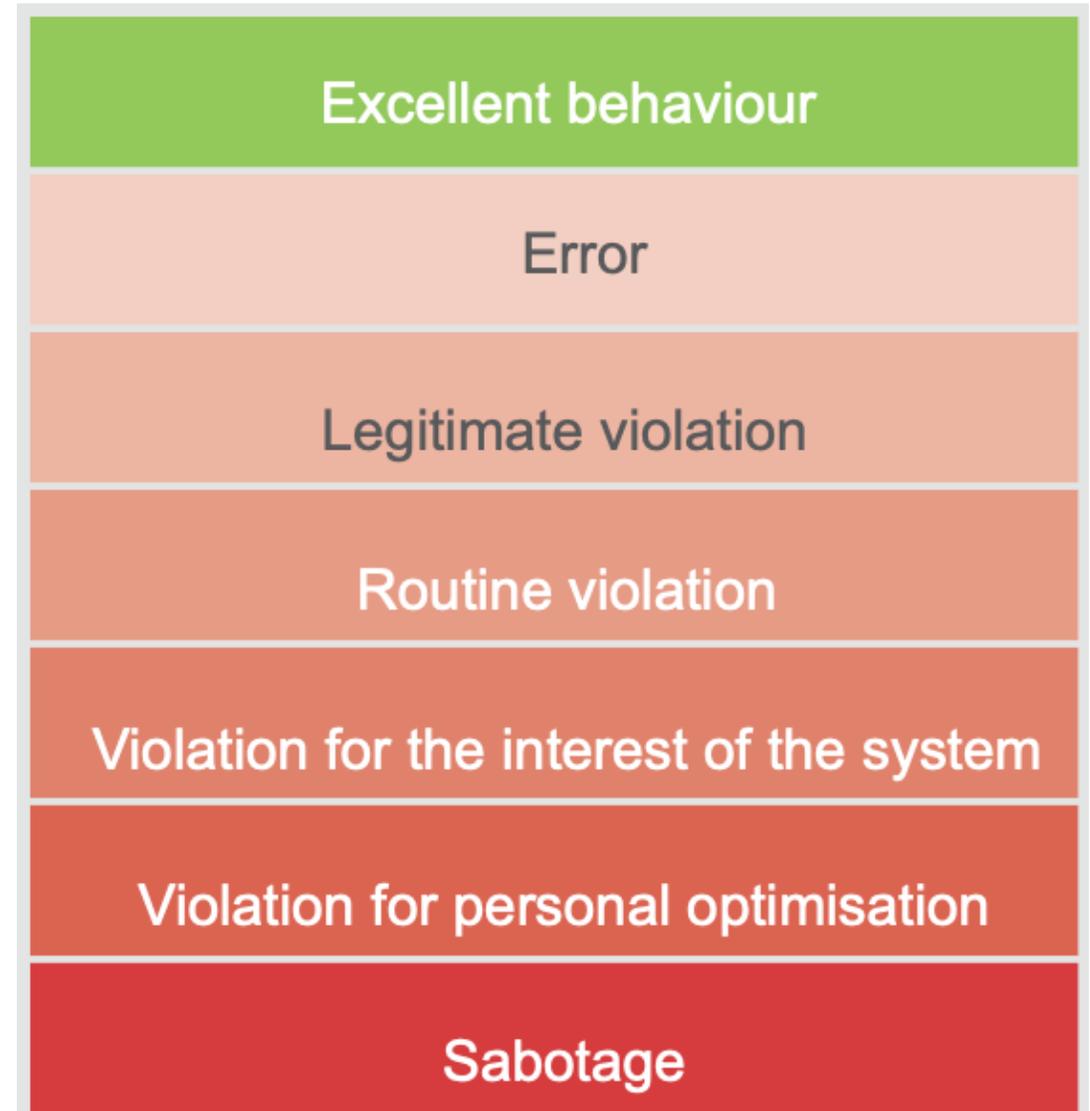*Create openness and trust with a structured and consistent fair approach:*

1. A tested and validated method to establish the cause and the level of intent of an action

2. Fair treatment based on this method applicable to anyone with the same outcome

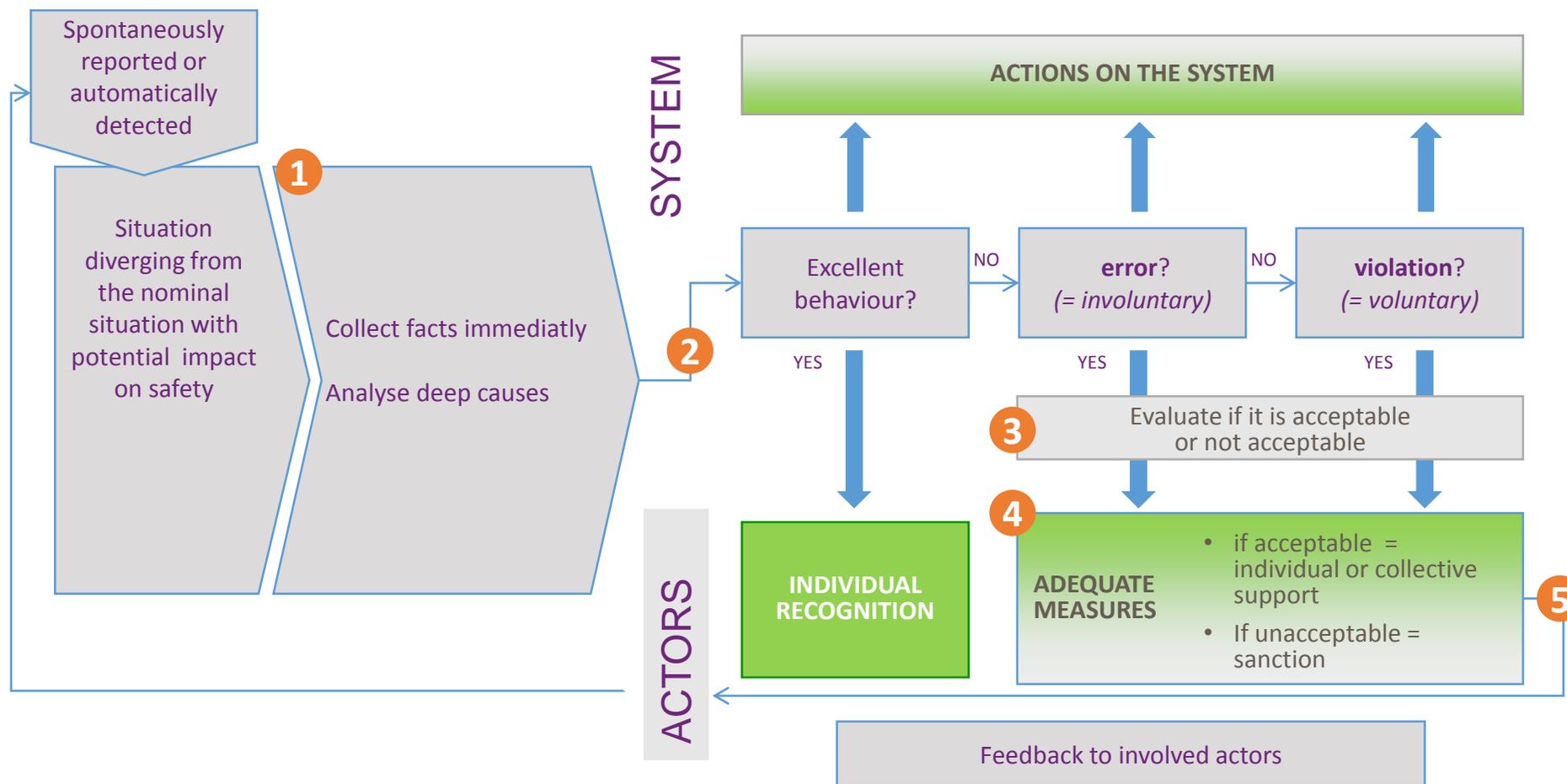Where in the FUNDAMENTALS do you see a link to Just Culture?
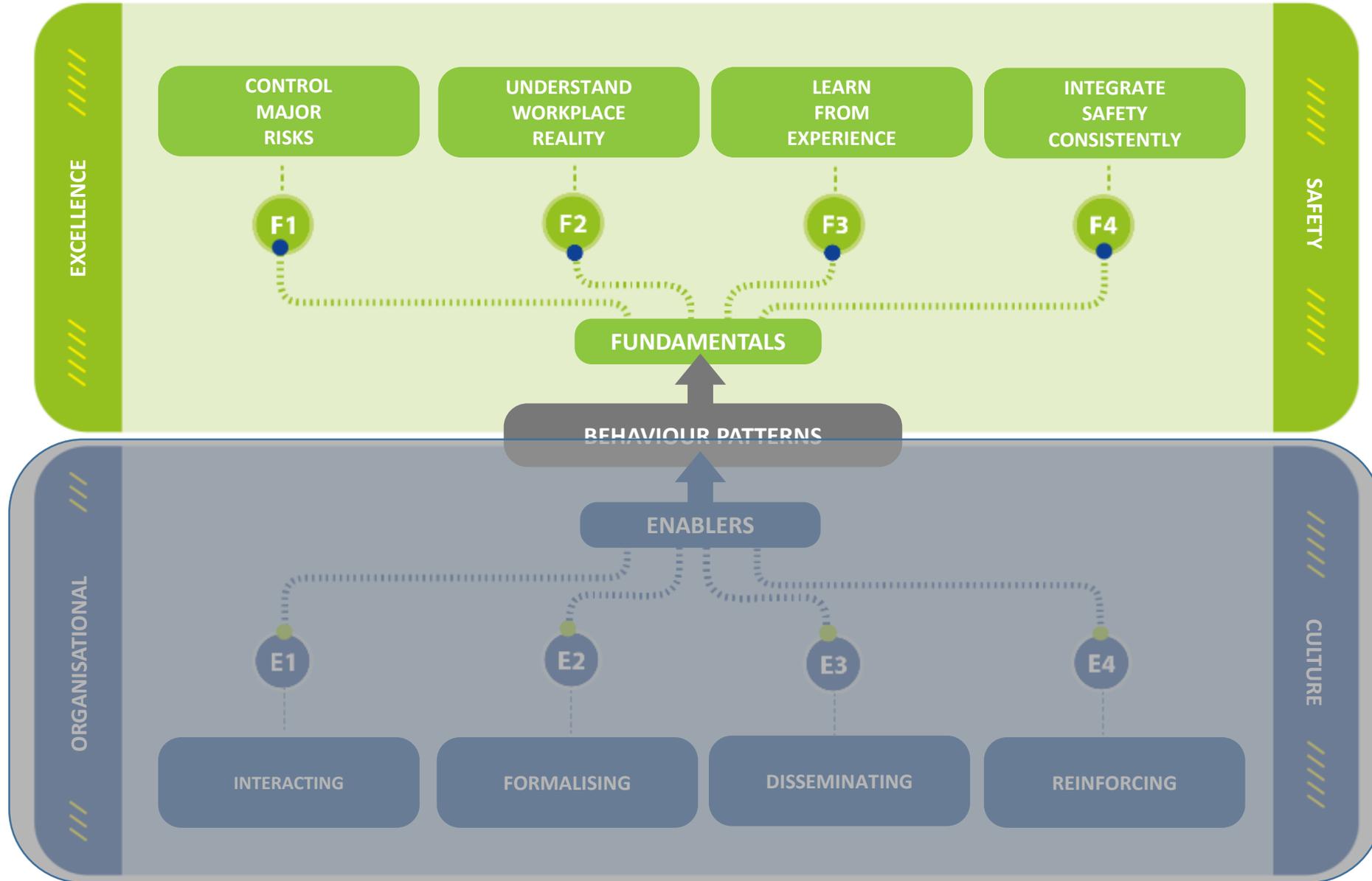
Adapted from Guldenmund (2015, 2018)

Slide 15

➢Take 5 minutes to do the exercise on just culture in the handout

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Spontaneously reported or automatiatly detected

SYSTEM

ACTIONS ON THE SYSTEM

Situation diverging from the nominal situation with potential impact on safety

1

Collect facts immediatly

Analyse deep causes

2

Excellent behaviour? — NO → **error?** *(= involuntary)* — NO → **violation?** *(= voluntary)*

YES

YES

YES

3 Evaluate if it is acceptable or not acceptable

4

ACTORS

INDIVIDUAL RECOGNITION

ADEQUATE MEASURES

- if acceptable = individual or collective support
- If unacceptable = sanction

5

Feedback to involved actors

- Reporting is a fundamental lever for safety improvement

- Leaders play a major role in the development of an environment of trust that favours reporting

- Trust is hard to establish, easy to break

- Therefore it is necessary to apply a *systematic* and *transparent* process to treat gaps in a just and fair manner

- Errors happen

- *Human contribution to safety is firstly positive!*