Just Culture workshop Dubrovnik 2018

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

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Welcome and introduction

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?
“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 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
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](https://sahajtimepass.wordpress.com/2013/06/16/3-monkeys/) – video.
- Also consider back office procedures and resources to confirm and handle more reporting.
### Chategorising the action

**AUSTROCONTROL JUST CULTURE**

<table>
<thead>
<tr>
<th>Human Error („honest mistake“)</th>
<th>At-Risk Behaviour</th>
<th>Reckless Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tolerated</td>
<td>Not tolerated</td>
<td></td>
</tr>
<tr>
<td><em>Product of our current System Design</em></td>
<td><em>A Choice: Risk believed insignificant or Justified</em></td>
<td><em>Conscious Disregard of Unjustifiable Risk</em></td>
</tr>
</tbody>
</table>

- Manage through changes in:  
  - Processes  
  - Procedures  
  - Training  
  - Environment/ Conditions  
  - Usw.

- Manage through:  
  - Removing incentives for at-risk behaviour  
  - Creating incentives for healthy behaviours  
  - Increasing situational awareness (risk perception)

<table>
<thead>
<tr>
<th>System Re-Design</th>
<th>Coaching</th>
<th>Discipline</th>
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Manage through:  
- Remedial action OR Disciplinary action
  - Warning
  - Note on file
  - Replacement
  - Degradation
  - Removal of Bonus
  - Dismissal

Source: Adapted from David Marx (JC Algorithm) and Baines & Simmons (FAIR)
Setting up an independent panel/committee to draw the line?

Safety Investigation Process

Occurrence Report (Confidential)

Just Culture Committee (Confidential)

Individual Measures through Line Manager

Systemic Improvements

In case of individual at-risk or reckless behaviour names are released for corrective action!

Human Ressources Process

Code of Conduct

Collective Argeements

Employm ent 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

• Questionaire
  – 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
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
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