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Introduction to “Just Culture”

Presented to: ATS Incident Analysis Workshop

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Safety Culture – Safety Self Evaluation

1. With regards to Incident Reporting and Investigation, do you believe your organization operates with a “Just Culture” or a “Blame Culture”?
2. Do you know how to file an Unsatisfactory Condition Report for incident reporting?
3. Do you report all safety related occurrences (events), irrespective of seriousness?
4. Do you report every safety related occurrence that you consider might pose a serious risk to safety?
5. Does your supervisor encourage you to report all safety events?
6. Do you ever see feedback from the aircraft operator(s) about incidents involving your organization?
7. Do you receive personal feedback in a timely manner (1 month) following submission of a safety observation and/or occurrence?
8. Do you feel that safety observations or event reports you have submitted were valued and acted upon?



Overview

- **Positive Safety Culture**
- **“Just Culture” Defined**
- **Issues and Barriers**



Safety Culture Definition

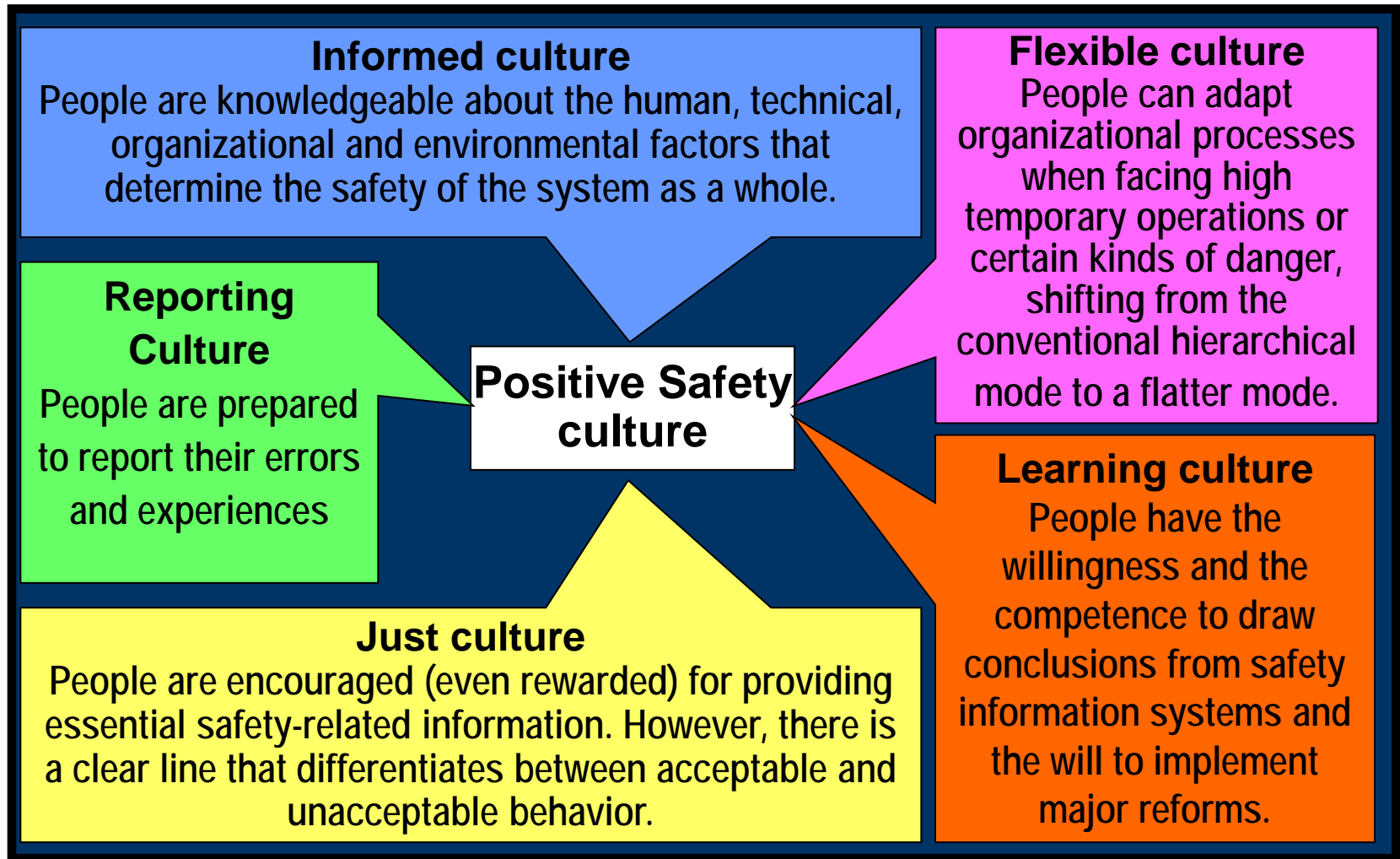
Safety Culture is a way safety is perceived and valued in an organization

It represents the priority given to safety at all levels in the organization, and reflects the real commitment to it



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Aspects of a Positive Safety Culture



What Is a Positive Safety Culture?

- **Personal dedication and accountability**
- **Pervasive safety thinking**
 - Questioning attitude
 - Commitment to excellence
 - Commitment to improve (resist complacency)
- **Attitudinal and structural elements**
 - Individual attitudes and behaviors
 - Organizational processes, methods, and culture
- **Behavior that strives for innovative solutions**
 - Beyond simple adherence to procedures



TWA 514 – 1 Dec 1974



What Is a Positive Safety Culture?

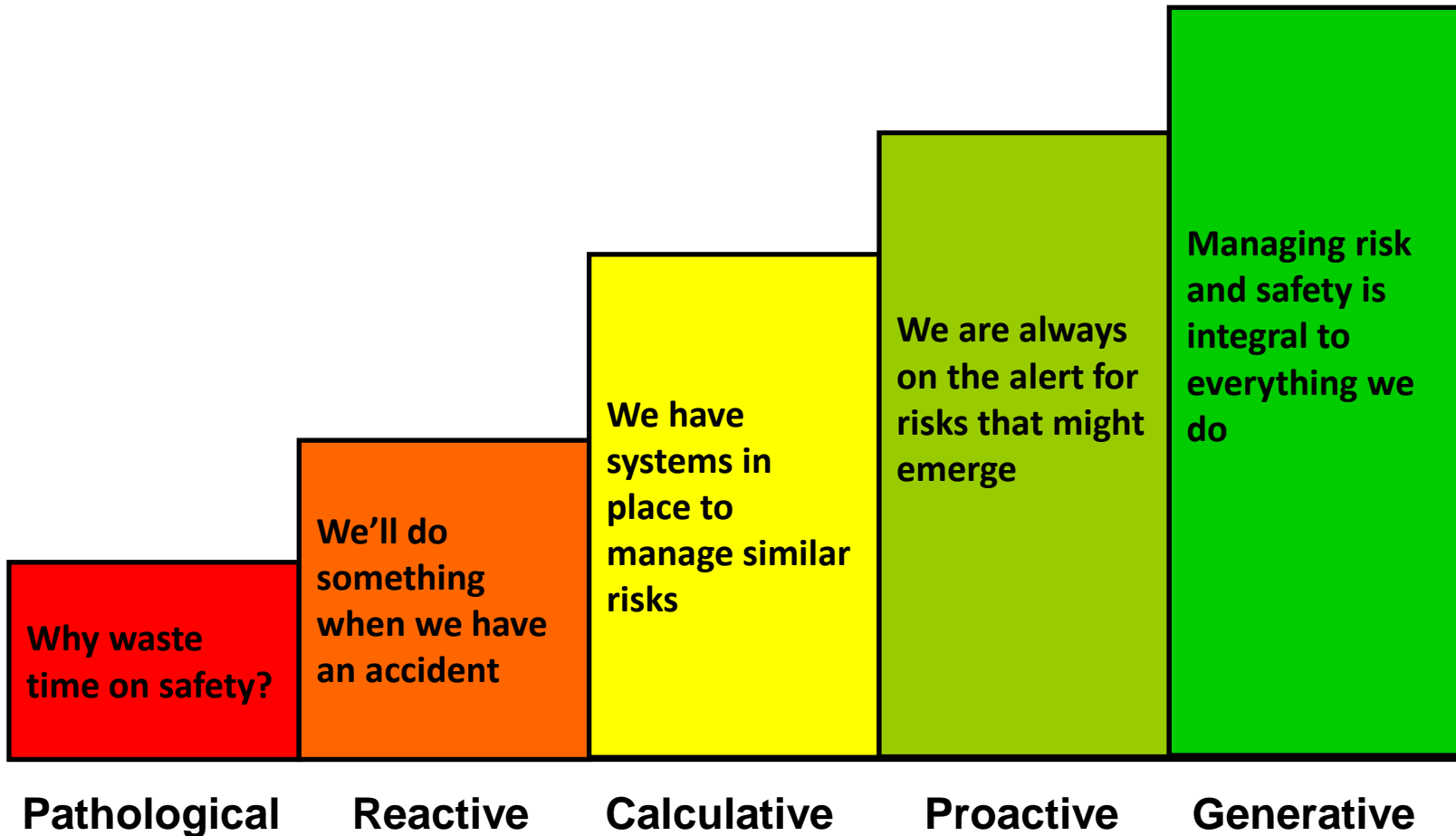


Group Discussion

- **What can your organization do to begin developing the safety culture described earlier?**
- **How will your organization benefit from the implemented safety culture described?**
- **What can you do after this workshop to start the program in your organizations/States?**



Safety Culture – Maturity Indicators



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Definition of “Just Culture”

- Recognized worldwide as the foundation of a healthy organizational Safety Culture.
- **Definition:**
 - “A culture where staff are not punished for actions, omissions, suggestions, or decisions taken by them that are commensurate with their experience and training...”
 - **But** where gross negligence, wilful violations and destructive acts **will not be tolerated.**”



Why is Just Culture Important

- Frequent and open reporting is **normal**...
- So we **continue** to learn safety lessons from the past...
- Risks are **openly and honestly** discussed
- Making both the present and future **safer**
- Leaving us with an honest and **self analytical** approach to who we are...
- and **what we want to be.**



Challenging Our Assumptions

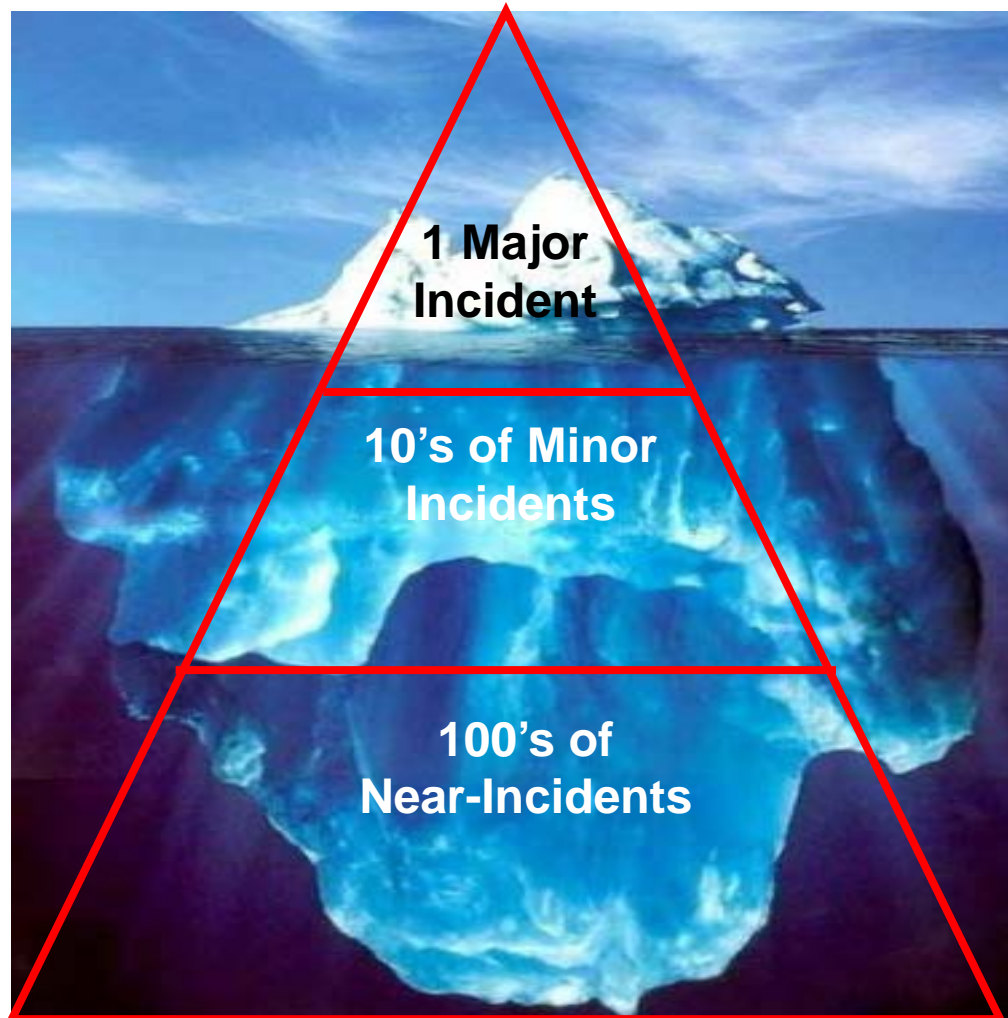
How safe are we...

And how do we know?



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The “Incident Iceberg”



How do you measure for Just Culture?

1. Safety Incident Reporting Examples

- % total reports that are Voluntary
 - e.g. 33% of 7500 reports!
- % of incidents resulting in punishment

2. Internal Safety Surveys

- # of staff surveyed per year (or # reports)
- % issues followed up/resolved
- % feedback to comment originator

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- What **targets** should **we** set?
 - How can we **help** each other to achieve them?



Group Exercise

- 1. Identify 3 Safety Culture Metrics for your organization**
 - Metrics = Measurements
 - Use “SMART”: Specific, Measurable, Achievable, Realistic, Time-bound
- 2. Set a quantitative Target (# or %) for each**
- 3. Describe how your organization should promote, support and monitor progress**

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- Incident Reporting
 - Training and Competence
 - Internal Safety Surveys



Exercise: Targets and Metrics

1. Incident Reporting

- Monitor overall # incidents reported; use a standard reporting schema and look for trends
- Voluntary %: Target at least 10% of total reports to be voluntary (increase annually)
- Minor v Major incidents: Monitor ratio of minor-mod-major incident reports. Target increase over time.
- Target 100% of reports to have evidence of direct feedback being provided to originator
- Monitor % of reports related to repeat incidents. Target reduction over time



Exercise: Targets and Metrics

2. Training and Competence

- Safety Awareness briefings to 100% of staff at least 2 times/year
- Target 100% of ATC/Eng staff with full evidence of all required qualifications: education, English, rating, competence, proficiency (if data is available)

3. Internal Safety Surveys

- Perform at least one Annual Safety Survey for each of ATC and Eng (minimum 30 staff each) per year
- 100% of significant findings acted upon
- Feedback supplied to 100% of participants



Exercise: Targets and Metrics

- **Agree a measurement frequency for each Metric**
 - Usually a 6-12 month period
- **Secure top-level buy-in**
 - Embed Safety Culture Metrics into top level organizational goals
- **Provide support and templates**
 - Develop user guide and access information
 - Safety awareness briefing material
 - Safety survey template



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Issues and Barriers

- **Laws**
- **Politics**
- **Leadership**
- **Understanding of Just Culture**
- **Commitment**
- **Expectations**
- **Acceptance**
- **Perceptions**



Issues and Barriers

- **Dependent on Willingness of Staff**
- **Necessary to Defeat Unacceptable Behaviors of Non-Reporting**
 - **Avoiding Embarrassment**
 - **Reprisal**
 - **Create Work for the Supervisor**
 - **Workplace Harmony**
 - **Sanctions**
- **Determining Acceptable and Unacceptable**



FAA Voluntary Safety Reporting Programs

- **Air Traffic Safety Action Program (ATSAP)**

https://my.faa.gov/org/linebusiness/ato/safety/atsap/atsap_briefing_sheets.html

- **Technical Operations Safety Action Program (T-SAP)**

[VSRP_FAA_768kbps_16x9.mp4](#)

- **Aviation Safety Action Programs (ASAP)**

- **Unsatisfactory Condition Reports**



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Questions?