Just Culture…Not As Simple As It Seems

Tuesday, November 1, 2016  2:30 p.m. – 3:30 p.m.

PRESENTED BY:
Sunshine McCarthy
Today’s Objectives:

1. Dissect Just Culture
2. Introduce three types of behaviors associated with Just Culture
3. Learn the appropriate response by management within a Just Culture environment
Warm Up!

Assumptions related to Just Culture
Human error is manageable
To drift from standard operating procedures is human
Individuals control their behavior choices
“No harm; No foul”
What is Just Culture?
Just Culture is shared responsibilities by the organization and the employees
The organization is accountable for …

• the “system” they have designed

• responding to the behaviors of their employees in a fair and just manner
What is the “system?”
Systems are going to fail…

• Through faulty design
• Component failures
• Misuse
The employee is accountable for...

- quality of their choices

- reporting both their errors and system vulnerabilities
Let’s Talk Baseball...
System Design must include...

- reliability of the system in which we put our employees
- and the anticipation of human error
3 types of behavior choices made by employees

• **Human Error** - inadvertent action; inadvertently doing other than what should have been done; slip; lapse; mistake

• **At-Risk Behavior** – behavioral choice that increases risk, where risk is not recognized or is mistakenly believed to be justified

• **Reckless Behavior** - behavioral choice to consciously disregard a substantial and unjustifiable risk of causing harm
Human Error

To err is human (mistake; slip; lapse)
Helicopter Tour Accident December 2011
Examples:

- Fail to schedule a technician for a required walk-around
- Fail to replace a cover during unexpected maintenance
Managing Human Error

- Anticipate it
- Look for root causes
- Manage through changes in processes, procedures, training, design and environment
- Learn and share with others
- **Console the employee**
At Risk Behavior

• To drift is human
• For humans, the outcome we seek drives our conduct
• Humans make decisions by weighing the consequences and/or incentives associated with each choice
Why do we choose “At Risk Behaviors?”
When people view the benefit to be high, they are willing to accept a higher level of risk.
"Yeah ... we don't have any passengers on board so we decided to have a little fun and come on up here"

Human Error....At-Risk Behavior....Reckless Behavior?
Outcome cannot be considered...

Bias can include:

- Punishing a person who made a human error or engaged in an at-risk behavioral choice, simply because there was a severe outcome (tendency to place blame)

- Not addressing the behavior at all when no adverse outcome results, even though harm could have occurred in similar circumstances
Examples:

- Fail to complete a mandatory pre-flight checklist
- Flying into rapidly deteriorating weather conditions to return home
- Working without personal protective equipment because of time restraints
• Telling a tall tale on late night TV
Why Else?
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<tr>
<th>Response</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Strongly Agree</td>
<td>17%</td>
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<tr>
<td>Agree</td>
<td>36%</td>
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<tr>
<td>Neutral</td>
<td>14%</td>
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<tr>
<td>Disagree</td>
<td>33%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0%</td>
</tr>
</tbody>
</table>

- SOPs
- Duty time limits
- Cell phone use
- Sterile cockpit
- Checklist from memory
- Verbal MX issues
- Stabilized Approach criteria
Managing At Risk Behavior

- Do not consider the outcome
- Remove incentives for at-risk behavior
- Create incentives for healthy behaviors
- Increase situational awareness
- **Coach the employee**
Managing Reckless Behavior

- When conscious disregard of unreasonable risk occurs, punitive action is required

- Continuous At-Risk Behavior = Reckless Behavior
Event Investigation

- What happened?
- What normally happens?
- What does the procedure require?
- Why did it happen?
- How was the organization managing the risk?
Sample Algorithm

1. Did causing unjustifiable risk or harm:
   - Employee's use harm?
     - NO: Did the employee knowingly cause harm?
       - NO: Did the behavior represent a substantial and unjustifiable risk?
         - NO: Do not consider employee action
         - YES: Should the employee have known that he/she was taking a substantial and unjustifiable risk?
           - NO: Do not consider employee action
           - YES: Human Error
             - Console employee and conduct Human Error investigation
   - YES: Was the harm justified as the lesser of two evils?
     - NO: Consider punitive action
     - YES: Reckless Behavior
       - Consider punitive action
   - Support employee on the decision made

2. did the employee knowingly cause harm?
   - NO: Do not consider employee action
   - YES: Did the behavior represent a substantial and unjustifiable risk?
     - NO: Do not consider employee action
     - YES: Should the employee have known that he/she was taking a substantial and unjustifiable risk?
       - NO: Do not consider employee action
       - YES: Human Error
         - Console employee and conduct Human Error investigation

3. Reckless Behavior
   - Did the employee choose the behavior?
     - NO: Consider punitive action
     - YES: At-Risk Behavior
       - Coach employee and conduct At-Risk Behavior investigation
Measurement of Culture

Performance Indicators:

1. If drift occurs, you would see a less reliable system
2. How the culture learns in order to self-correct
   - Report events, hazards, and observation of at-risk behaviors
   - Managers action based upon the information
Be fair, Be open, Be just

Resources: Outcome Engenuity, LLC
Thank you for attending!
Baldwin Safety & Compliance

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