

## INTRODUCTION TO JUST CULTURE



Helicopter Association International – March 2015

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## What is Just Culture?

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## What is a Just Culture?

*“Just Culture is a value-supported system of shared accountability where organizations are accountable for the systems they have designed and responding to the behaviors of their staff in fair and just manners.”*

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Less Focus on Events, Errors and Outcomes

More Focus on Systems Design and Management of Behavioral Choices.

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Less Focus on Events, Errors and Outcomes

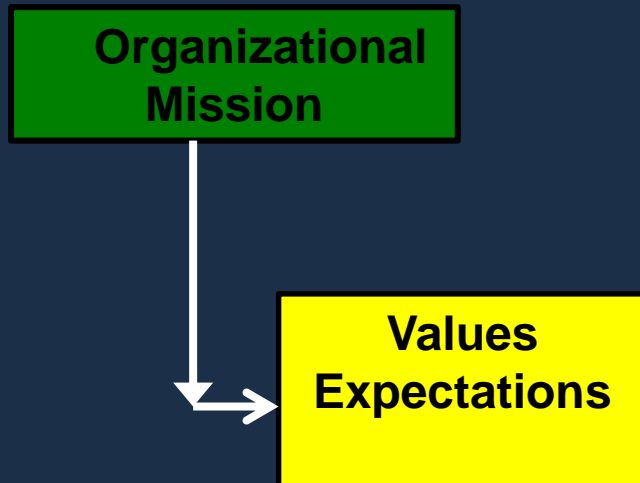
- **outputs to monitor**

More Focus on Systems Design and Management of Behavioral Choices

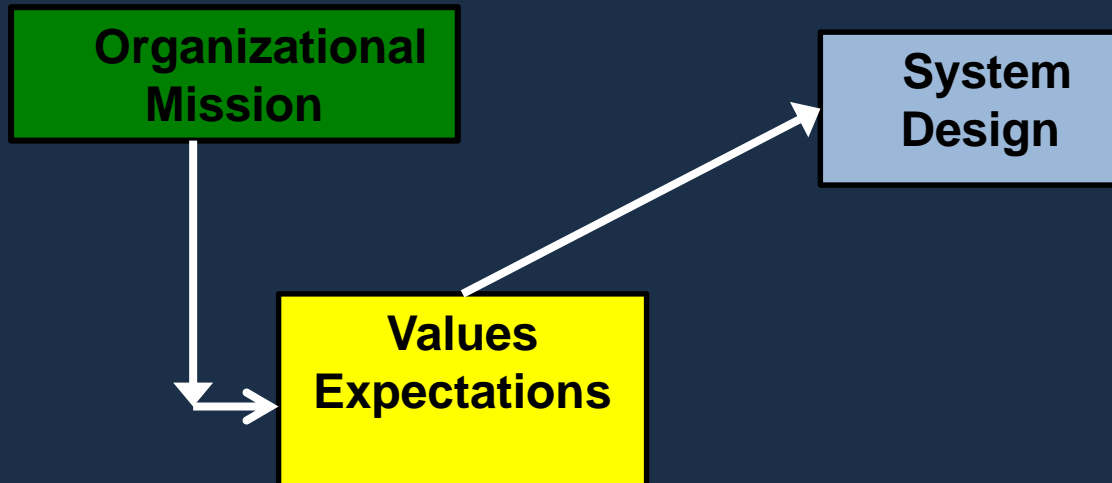
- **inputs to manage**

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## The Diamond Diagram of Just Culture

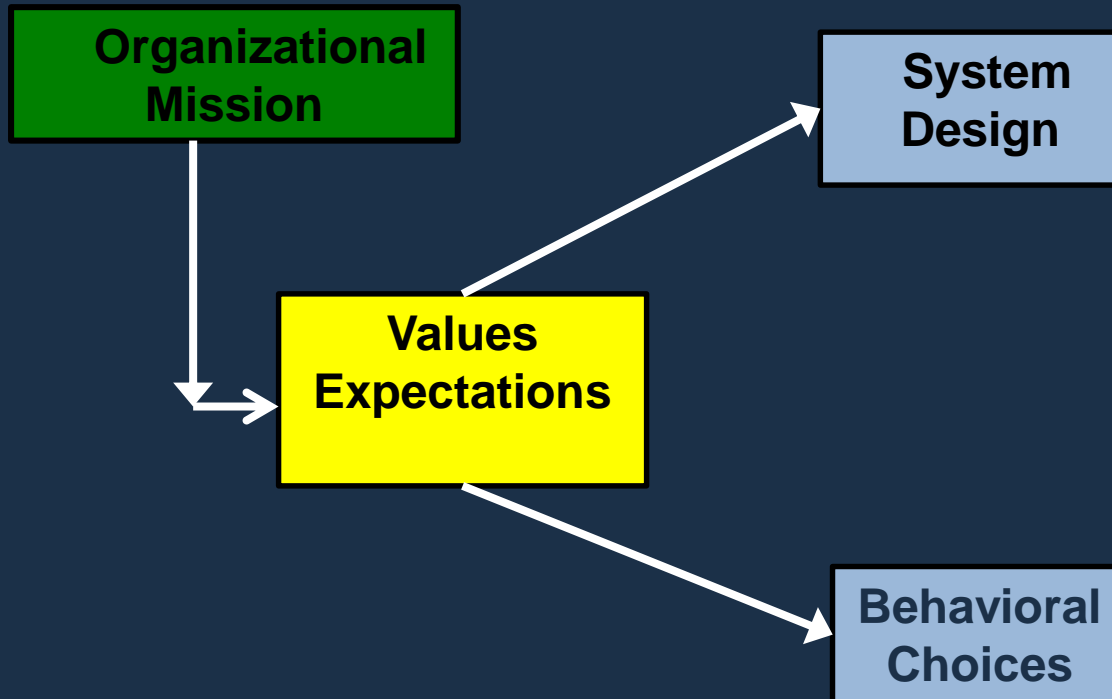


## The Diamond Diagram of Just Culture

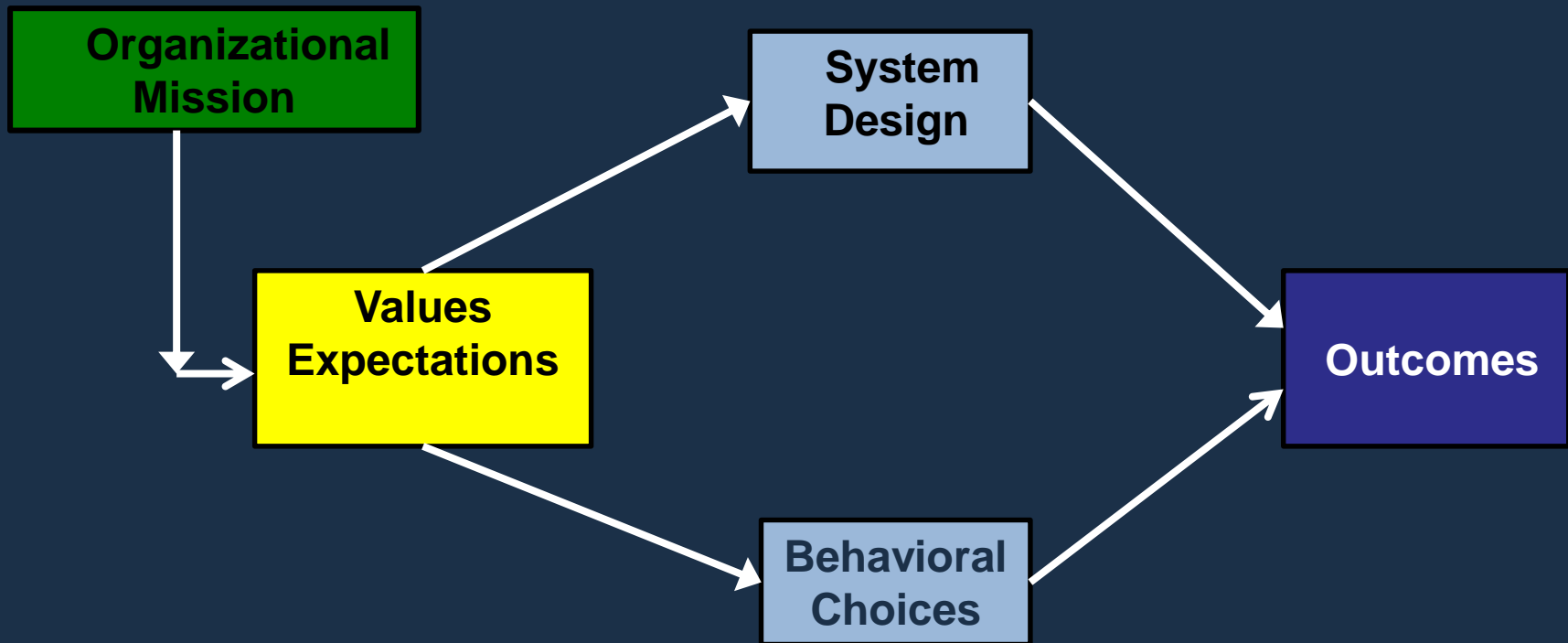




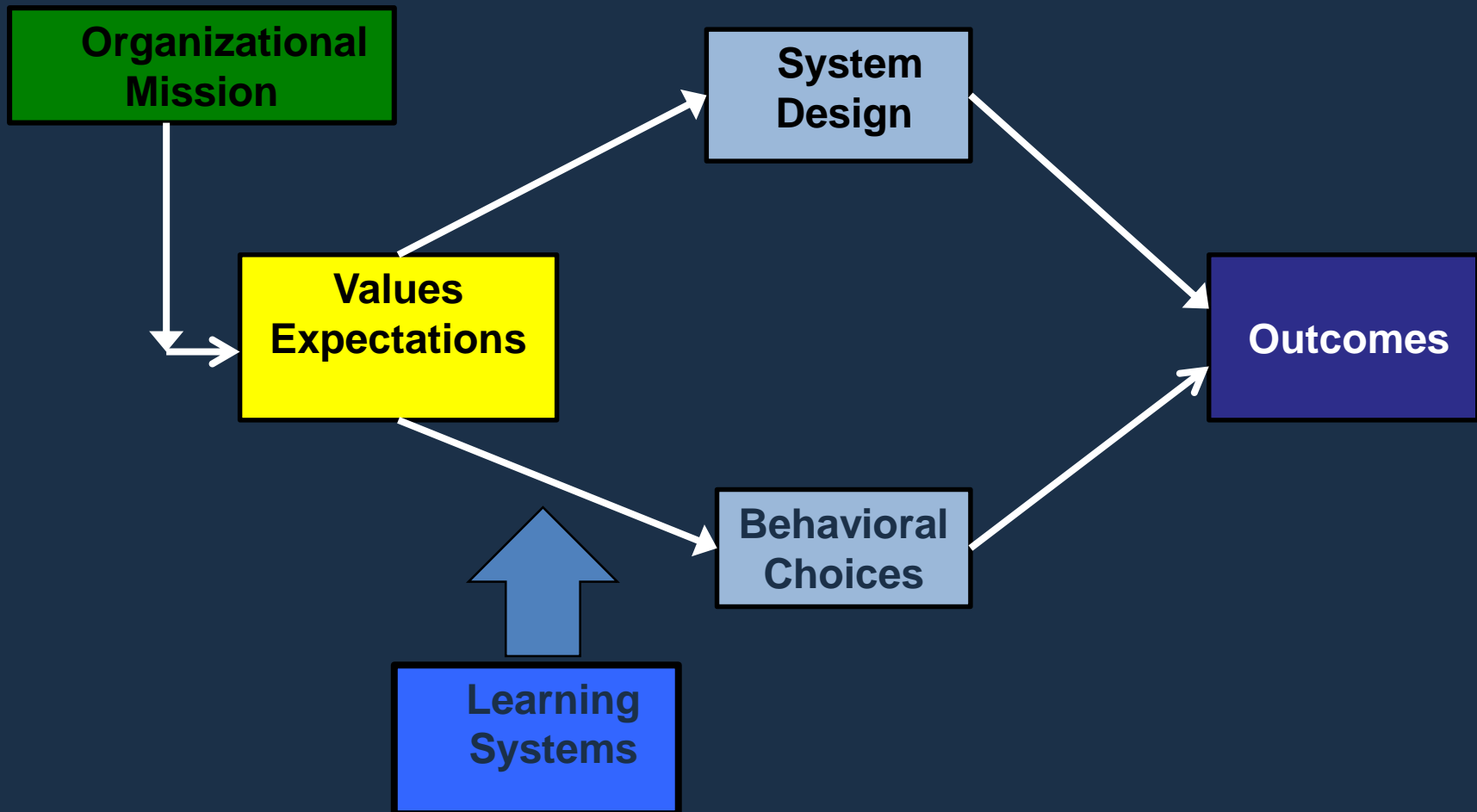
## The Diamond Diagram of Just Culture



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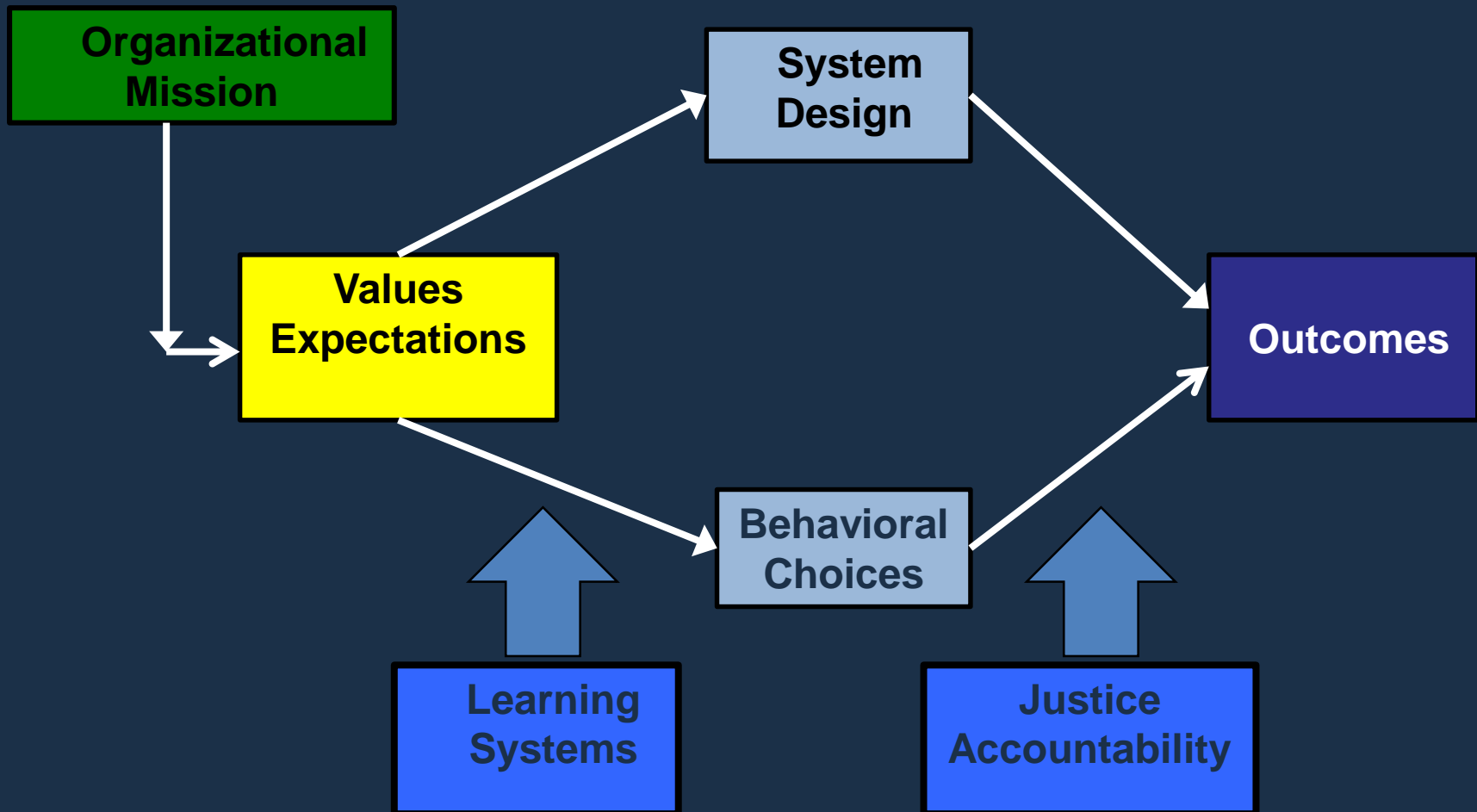


## What is a Just Culture?

*“Staff, in turn, are accountable for the quality of their choices and for reporting both their errors and system vulnerabilities.”*



## The Diamond Diagram of Just Culture





## What is the Foundation of a Just Culture?

***Goes back to our basic rights in the Declaration of Independence:***

*“We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are .....*



**Life, Liberty and the Pursuit of Happiness”**

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## Just Culture

- Expects an atmosphere of cooperative and proactive Learning
  - Proactive Learning augments our ability to manage Risk
  - Helps re-design systems
  - Changes management's expectations
  - Changes staff's expectations
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## Just Culture

- Acknowledges our human fallibility
  - Focuses on System Design and Behavioral Choices, not errors and adverse outcomes
  - Defines fair and just responses to behavioral choices
  - Defines our Duties
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## Just Culture is about Expectations for Accountability

- Each other
  - Ourselves
  - Not punishing the fallible person who makes a Human Error
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## Current Cultures

- Punitive – take actions on the person based on the severity of the outcome
  - No tolerance – any infraction is punishable
  - Blame Free – no one is accountable
  - Just Culture – look at the event for the cause (regardless of the outcome)
    - System
    - Human
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## Just Culture Core Beliefs

- To Err is Human
  - To Drift is Human
  - Risk is Everywhere
  - We must Manage in Support of Our Values
  - We are all Accountable
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## To Error is Human !

- We expect perfection, but we are all human
  - Managers need to look at systems designs and encouraging better behavioral choices
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## To Drift is Human !

- We have a desire to accomplish more
  - We have fading perceptiveness of risk
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## Risk is Everywhere !

- Risk = Likelihood of occurrence + Severity of the outcome
  - We need to balance the risk with the benefits
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## We Must Manage in Support of our Values !

- Values should never change
  - Do what is right, because it is the right thing to do!
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## We are All Accountable !

- Managers/Company – for the systems they design and to respond to behavioral choices in a fair and just manner
  - Employees – in the quality of their choices and reporting their errors and systems vulnerabilities
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## Why Report?

- Improve organization learning
  - Build trust
  - Improve safety
  - Informs strategy about preventing adverse outcomes
  - Improve organizational communications
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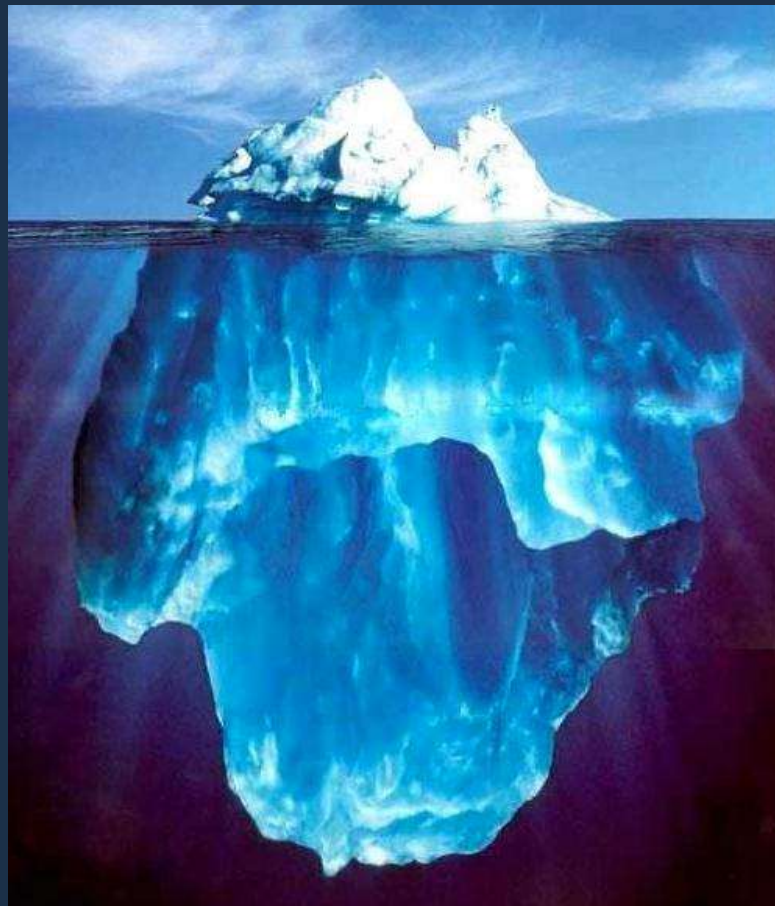
## Reporting

“The obligation to report or disclose, discuss and learn seems to be the critical hinge around which we believe a just culture should work.”

Sidney Dekker, PhD  
Lund University, Sweden  
2007

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## The Information Iceberg



**4%**

**Problems known to top management**

**9%**

**Problems known to middle management**

**74%**

**Problems known to supervisors**

**100%**

**Problems known to workers**

Source: Yoshida, Shuichi,  
2nd International Quality Symposium, 1989

## Reporting and Disclosure

- According to Dekker

Reporting is the provision of information to supervisors, oversight bodies or other agencies

Disclosure is the provision of information to customers, clients, patients and families.

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## Reporting to provide Data for the Learning Organization

- Observational Data
  - Required employee reporting Data
  - Voluntary reporting Data
  - Equipment reporting Data
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## Reporting and the Learning Organization

Report all occurrences that vary from what you as an individual, or your team, perceives as unusual

Select key organizational metrics (Data) to track and trend

Learn from data about safety, quality and organizational improvement

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## Why most people fail to report: (according to Dekker)

- Either people simply don't know the consequences of reporting, so they fear the unknown, the uncertainty
- Or the consequences of reporting really can be bad, and people fear invoking such consequences when they report information themselves
- Or people know the consequences, but feel there is no point in reporting because the organization provides little or no follow-up.



## Exploring Human Fallibility



## The Three Behaviors

**Human  
Error**

**At-Risk  
Behavior**

**Reckless  
Behavior**

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## Human Error Defined

- Inadvertent action or inaction
  - Slip, lapse, mistake
  - Unintentional
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## To Err is Human



## Human Error

- We cannot eliminate human error but we can influence its rate and/or ameliorate its impact.
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## How to respond to Human Error?

- Whack a Mole?
- What does a Just Culture recommend?



# Just Culture Response to Human Error

- Out of human compassion, console the individual, regardless of the outcomes
- Complete a thoughtful, thorough inquiry
- Look carefully at system design for possible contributing factors



## The Three Behaviors

### Human Error

*Inadvertent action: slip, lapse,  
mistake*

Manage through changes in:

- Processes
- Procedures
- Training
- Design
- Environment

**Console**



## At Risk Behavior

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## At-Risk Behavior Defined

A behavioral choice that increases risk for an individual but without that individual's perceiving the risk, or, mistakenly believes the risk is justified

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## At-Risk Behavior

- Most of us engage in these behaviors
  - Society allows, promotes or “whacks” the behavior based on the outcome
  - Some of these behaviors are “rule violations”
  - Behavior often encouraged until harm occurs, then society is eager to blame
  - A “no harm, no foul” world
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## Responding to At-Risk Behaviors

- **Coach** the individual (non-punitive, constructive dialog), like talking with our kids if engaged in risky behaviors





## The Three Behaviors

### Human Error

*Inadvertent action: slip, lapse, mistake*

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**Console**

### At-Risk Behavior

*A choice: risk not recognized or believed justified*

Manage through:

- Removing incentives for At-Risk Behaviors
- Creating incentives for healthy behaviors
- Increasing situational awareness

**Coach**



## Reckless Behavior

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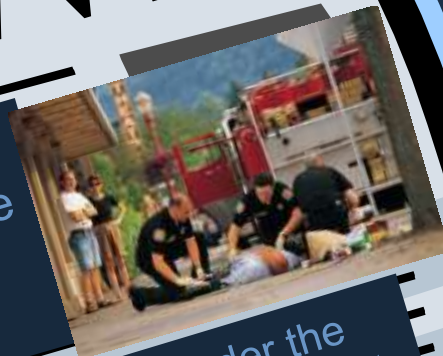
## Reckless Behavior Defined

Behavioral choice that demonstrates  
conscious disregard for a substantial and  
unjustifiable risk

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## NEWS

Teen Runs Over  
Pedestrian while  
Texting and  
Driving



Driving Under the  
Influence – 3<sup>rd</sup> Arrest  
for Local  
Businessman  
Connected to Last  
Week's Fatality



## Reckless Behavior

- Society's response to Reckless Behavior often reflects the "severity bias," commonly seen reflected in the response to At Risk Behavior such as attitudes toward college drinking.



## Reckless Behavior

- Reckless is Reckless though society seems to afford some sort of grace to the theory of “no harm, limited foul”
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## Reckless Behavior

- Society condemns such behavior
  - We know it when we see it
  - Seen more commonly in the home or social environment (vs. work environment)
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## Reckless Behavior

- Individual committing a reckless act does not intend to cause harm

Intent to cause harm is not Reckless Behavior

For example, first degree murder implies the intent to cause harm

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## Response to Reckless Behavior

- Perform thorough Event Investigation
  - Carefully consider the meaning of the behavior – e.g., a call for help from the individual?
  - Consider the behavior from numerous perspectives – seek understanding risk vs. reward
  - If after considering the above, the behavioral choice meets the criteria of reckless behavior, **consider punitive action**
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**Coach**

### Reckless Behavior

*Conscious disregard of unreasonable risk*

Manage through:

- Remedial action
- Disciplinary action

**Punish**

## Just Culture Response to all Human Fallibility

- Regardless of where adverse event occurs, look away from event outcome and the severity of harm (outputs) and to the design of the system and behavioral choices



## Just Culture Model

- **Console** the Human Error
  - **Coach** the At Risk Behavior
  - Consider **Punitive Action** for the Reckless Behavior
  - Do all of the above independent of the outcome
  - Move ahead with improving System Design, improving Performance Shaping Factors, building error traps and system redundancy
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## Just Culture Core Beliefs

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  - To Drift is Human
  - Risk is Everywhere
  - We Manage in Support of Our Values
  - We are all Accountable
-

# Questions?



## The Three Duties



## Duty and Breach

- Duty
    - An act or a course of action that is required of one by position, social custom, law or religion
  - Breach
    - A violation or infraction, as of a law, a legal obligation or a promise
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## The Duties

- To be held accountable we must first know for what we are accountable
  - “Duty precedes error”
  - Thus, we must define the basic duties owed
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## Duty to Produce an Outcome

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## Duty to follow a Procedure

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## Duty to Avoid Causing Unjustifiable Risk or Harm

“The Natural Law”

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## The Three Duties

**The duty to avoid  
causing unjustifiable  
risk or harm**



**The duty to produce  
an outcome**



**The duty to follow a  
procedural rule**

# Just Culture Course Summary

## The Duties We Owe

Duty to Avoid Unjustifiable Risk or Harm

Duty to Follow a Procedure

Duty to Produce an Outcome

Duty to Mitigate Harm

Duty to Do What is Right

(Duty to Save – Socially Determined)

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# Just Culture Course Summary

Fair and Just Responses to Behavioral Choices

**Console** the Human Error

**Coach** the At-Risk-Behavior

**Consider Punitive Action** for Reckless Behavior

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## The Three Behaviors

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**Punish**



# Questions?



## Contact CAMTS

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