

Just Culture – Not As Simple As It May Seem

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Baldwin
safety and
compliance



Today's Objectives...

- Dissect Just Culture
- Three types of behavior associated with Just Culture
- Understand how humans think about risk
- Learn the appropriate response by management within a Just Culture environment



What is Just Culture?



Just Culture is shared responsibilities by the organization and the employees



The organization is accountable for ...

- a) the “system” they have designed
- b) responding to the behaviors of their employees in a fair and just manner

The employee is accountable for...

- a) quality of their choices

- b) reporting both their errors and system vulnerabilities

Let's Talk Baseball...



System Design must include...

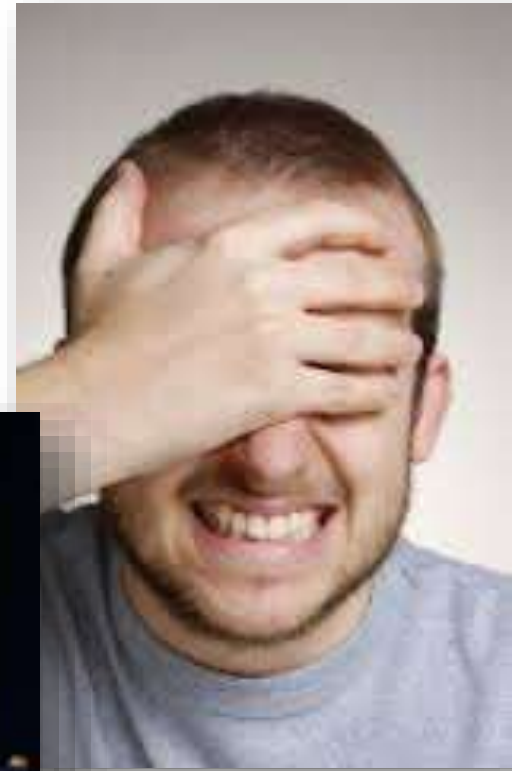
- reliability of the system in which we put our employees
- and the anticipation of human error

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

Human Error

To err is human
(mistakes; slips; lapse)



Examples:

- Leave a piece essential equipment on the helipad or at the scene
- 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 drive our conduct
- Humans make decisions by weighing the consequences and/or incentives associate with each choice



Pinnacle Regional Airline 2004

"Yeah ... we don't have any passengers on board so we decided to have a little fun and come on up here"

Why do we chose “At Risk Behaviors”



When people view the benefit to be high, they are willing to accept a higher level of risk

Pinnacle Regional Airline 2004 Flight 3701



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 risk assessment prior to take off
- Flying into rapidly deteriorating weather conditions to return to base
- Working without personal protective equipment because of time restraints

- Telling a tall tale on late night TV



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

Be fair, Be open, Be just

Resources: Outcome Engenuity, LLC

To learn more about
Baldwin Safety & Compliance

www.BaldwinAviation.com

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