

# SAFETY STAND DOWN

2018

NORMALIZATION of EXCELLENCE

# LEADING A JUST CULTURE (Workshop)

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30 October 2018  
Wichita, KS, USA

# Objective

Learn how actions influence attitudes about fairness ... and how those attitudes impact safety.



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# Agenda

What is “Just Culture”?

How does it affect safety?

How should we treat those who err?

Did we learn anything?

# Who are we?

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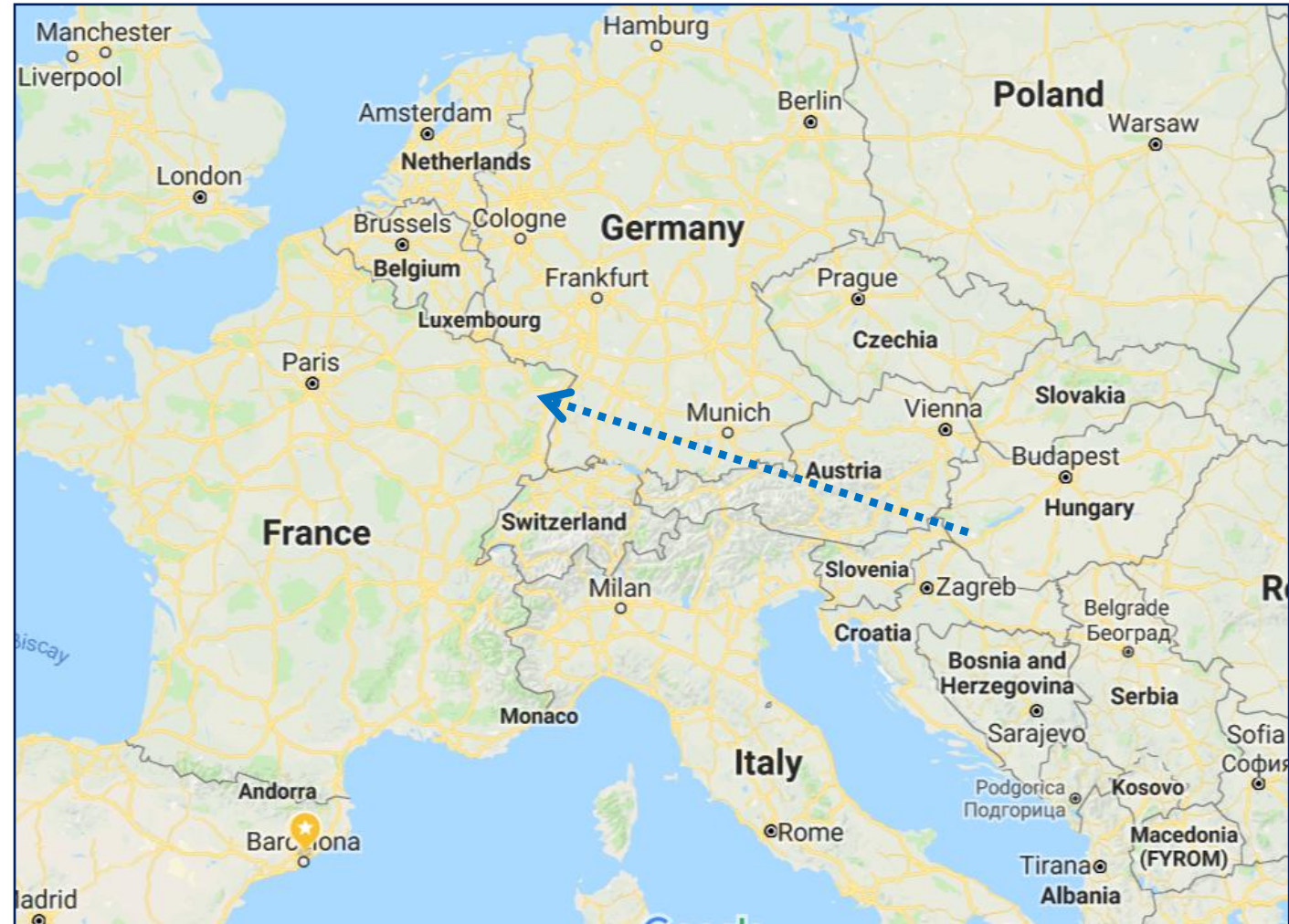
**SAFETY**  
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What is “Just Culture”?



# My first experience with “Just Culture”

7



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**STAND/DOWN**



# My first experience with “Just Culture”

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# Questions that make me squirm

How can anyone feel so much guilt?

How can a job lead someone to lose all hope?

Why did he think justice would not be done?

How did his peers contribute to that perception?

How was his chain of command responsible?

How did this event impact safety going forward?

What could we have done differently?



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So then, what exactly is a ~~Just~~ Culture?

~~Fair~~

Trust

An environment where people expect to be treated fairly when they make a mistake (because we all make mistakes) ...

... while recognizing that we will be held accountable for intentional non-compliance (“willful disregard”) of procedures or for not learning from mistakes ...

... so that we are encouraged to share hazards (threats and errors).



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# Reprogram our default way of thinking

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From this

*"Wow. That was close!  
I'm glad no one  
saw it."*

*"Wow. That was close!  
Let me share it so that  
others can learn."*

To this



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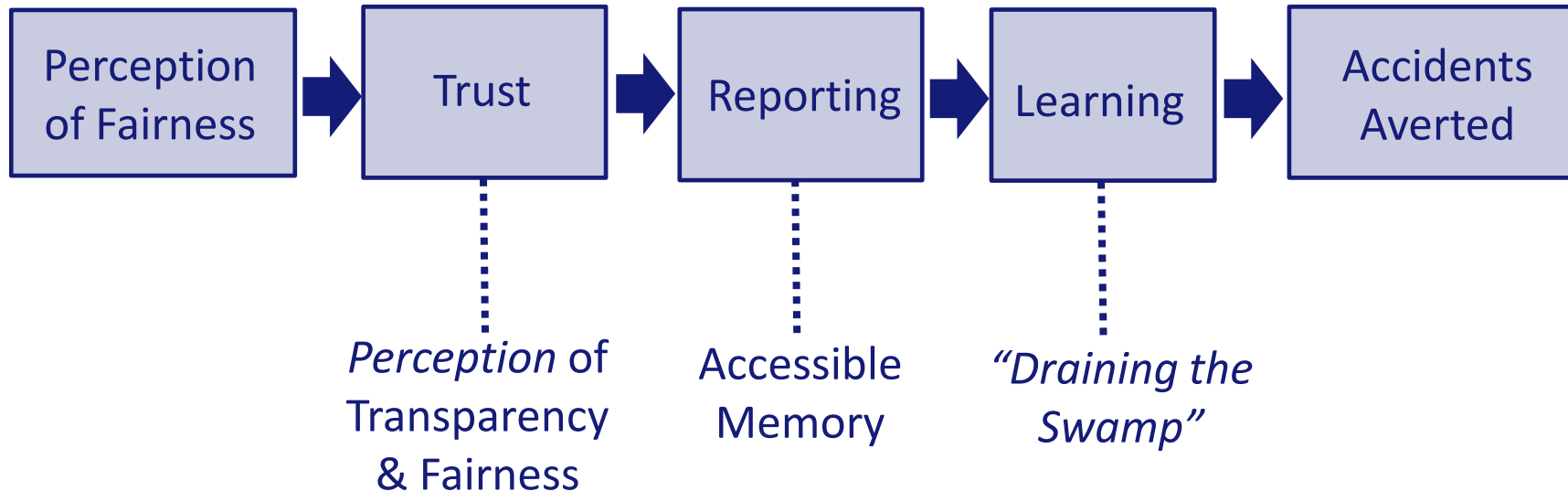
# Reprogramming as a function of culture

12

Punitive Culture: *"The beatings will continue until you stop screwing up!"*



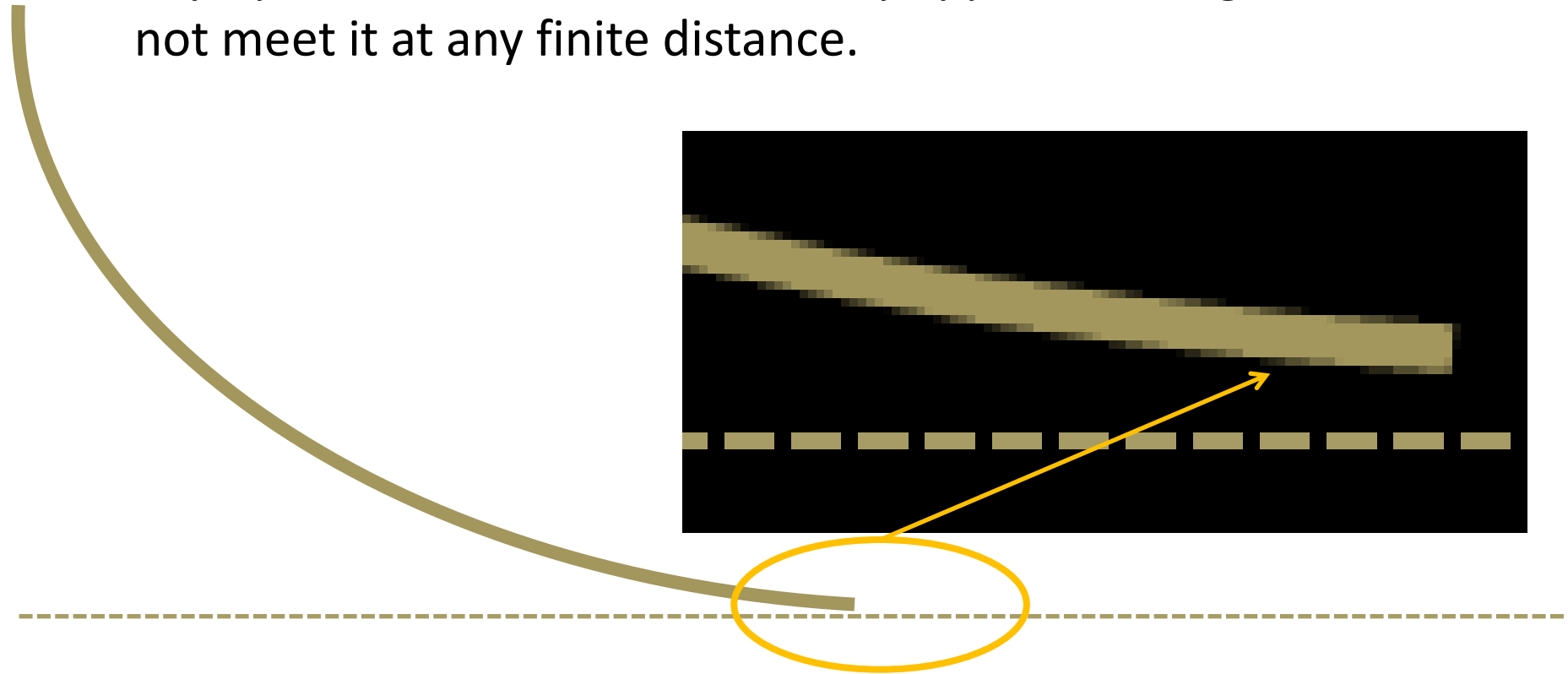
Just Culture:



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# Why are we talking about this now?

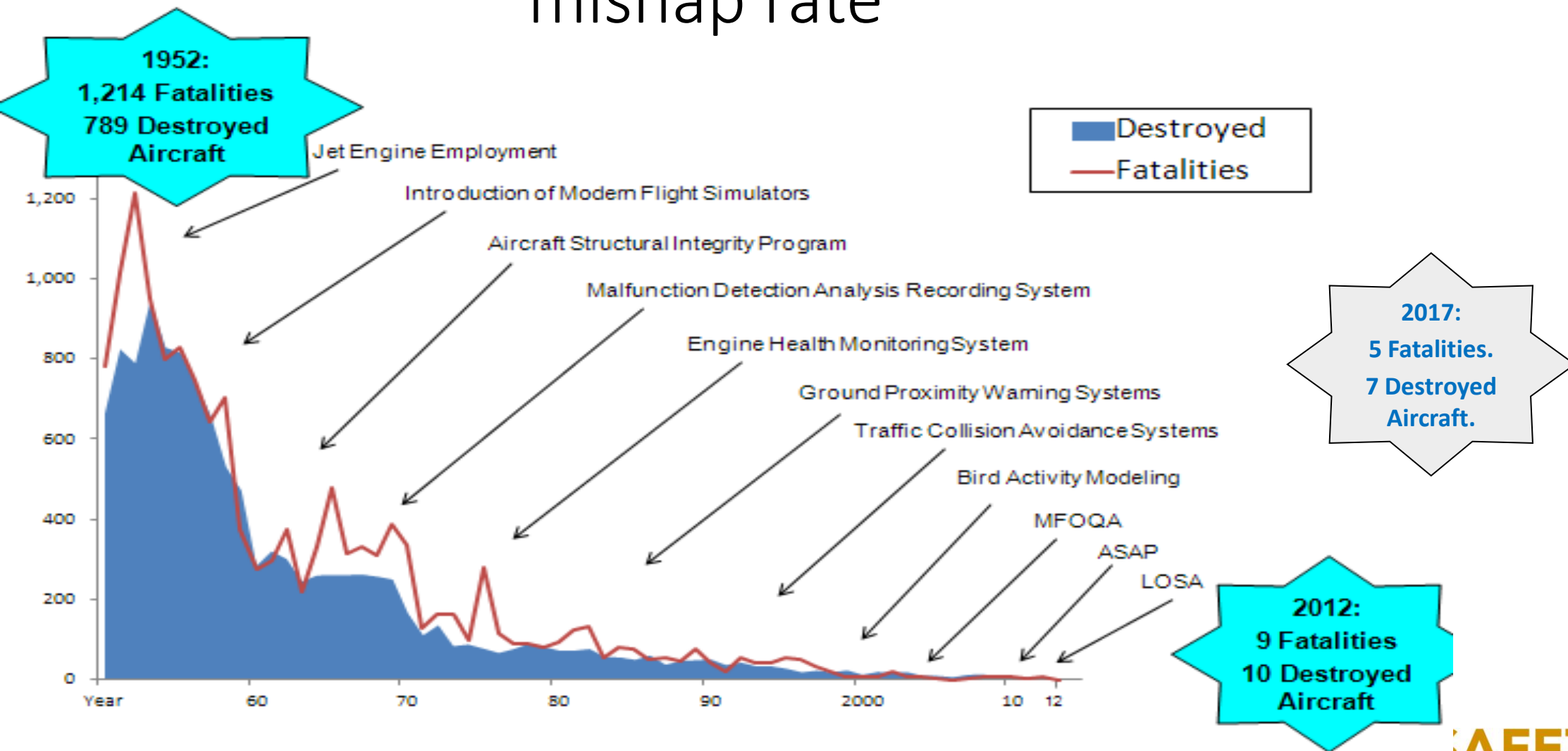
Asymptote  $\equiv$  a line that continually approaches a given curve but does not meet it at any finite distance.



We can create new interventions,  
make existing ones more effective,  
or both.

# Example: USAF historical mishap rate

14



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How does it affect safety?

What does it mean to  
“take care of your people?”

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What does it mean to  
“take care of the mission”?

17



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# What does it mean to “hold people accountable”?

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Life is conflict, fighting, politics,  
compromise ... success.

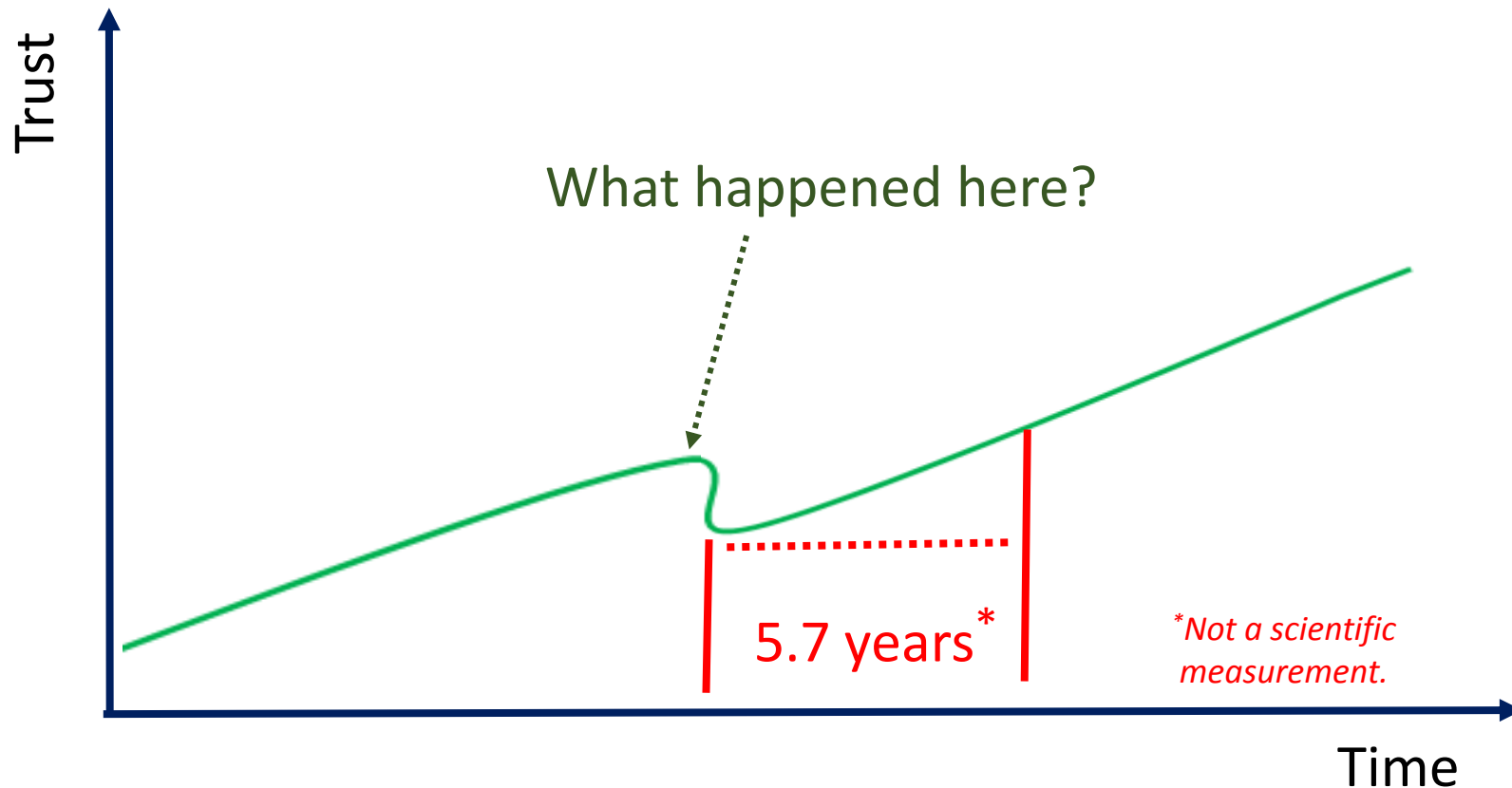


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# What is the relationship between trust and reporting?

20

It's all about perceptions!



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But then the organization  
has to act on the reports!



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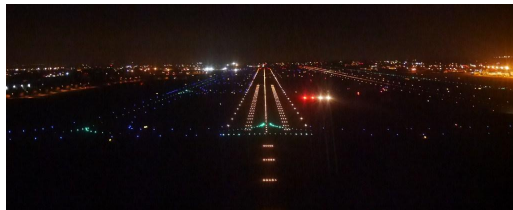
How should we treat those who err?

# How we should treat someone ... “depends” ... on what?

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AMT error



Human limitations



CFI error



Cultural values



Supervisor error



Organizational error

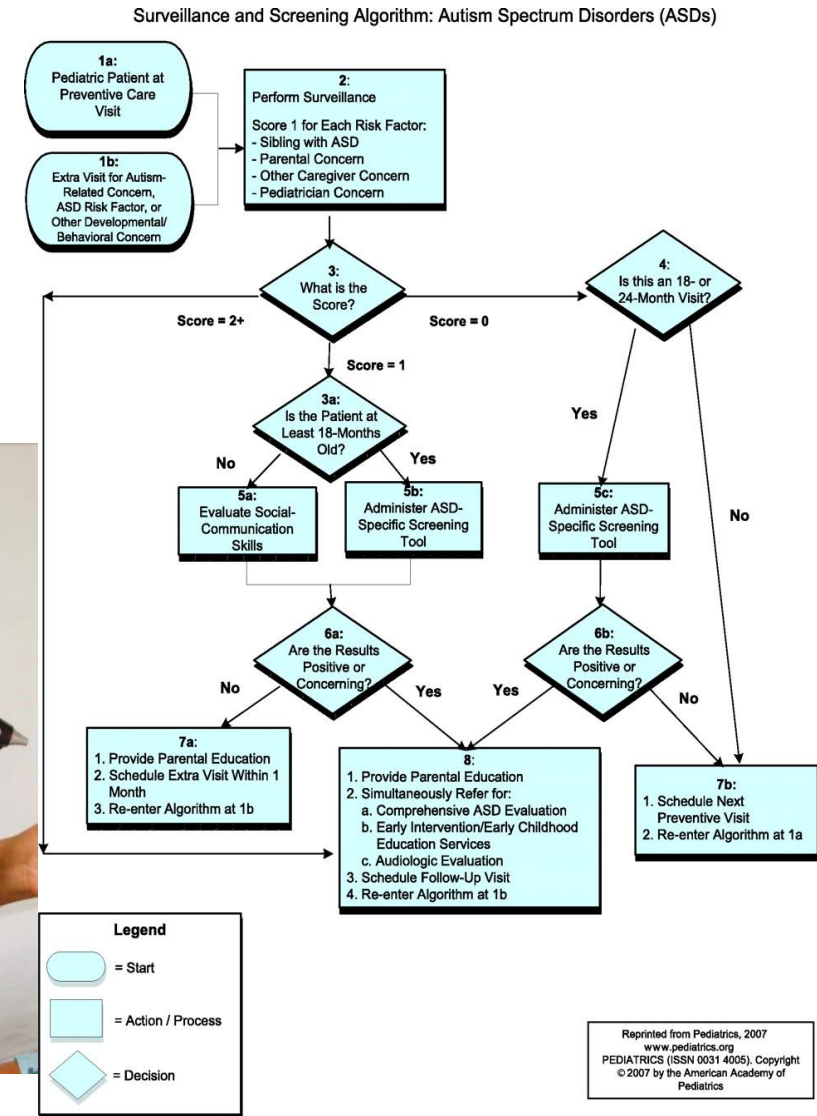
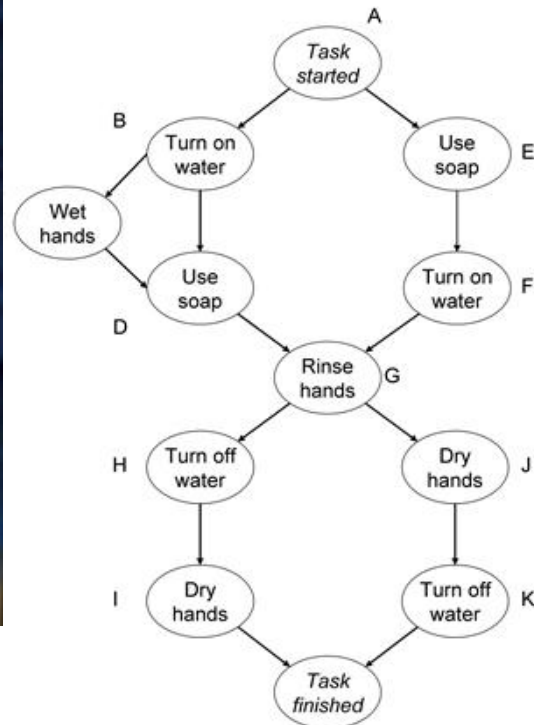
- Assess events apart from their outcomes.
- When assessing events, determine the intent.
- When determining intent, recognize context.
- Inappropriate intent without justification may require discipline.
- Consider if the organization played a role.
- Think of the cultural message you will send.

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# Algorithms to the rescue!

- A process or set of rules used to help solve problems.
- Varying levels of complexity.



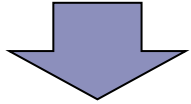
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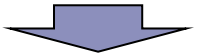
# Sample Just Culture Action Diagram

Choose column that best describes individual's action.  
Read down the column for recommendations.

Individual wanted to cause harm.



## MALICIOUS ACTION



Individual is fully accountable and should be immediately removed from duties. This is no longer an issue that falls under "safety." Disciplinary and/or legal action appropriate.

Individual's thinking impaired by illegal or legal substances, other cognitive issues, or psychosocial stressors.



## IMPAIRED JUDGMENT



Discipline individual if illegal substances were involved. Evaluate individual to determine if a temporary removal from duties will be helpful. Actively offer help to the individual.

Individual knowingly violated a rule and/or made a dangerous or unsafe choice with little or no concern about risk.



## RECKLESS ACTION



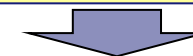
Discipline may be warranted. Individual is accountable and needs re-training.



Individual made a potentially unsafe choice. Faulty or self-serving decision-making may have occurred. Although concerned with risk, the individual may have knowingly violated a rule without consulting supervision to accomplish task.



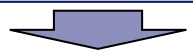
## RISKY ACTION



The individual is accountable and should receive coaching.



Individual erred or participated in an error while working appropriately and in the mission's best interest.



## UNINTENTIONAL ERROR



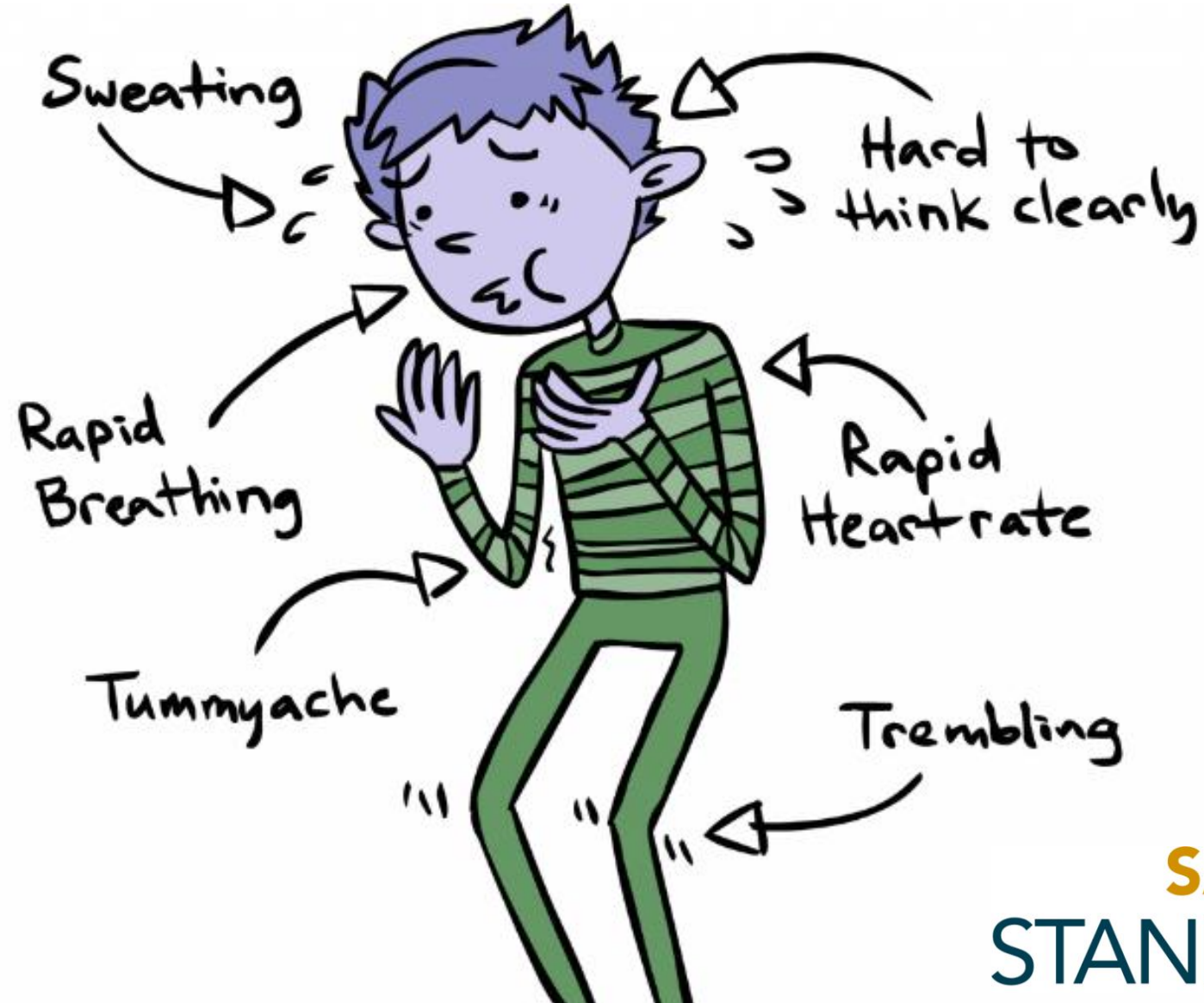
The individual should be asked to help investigate why the error occurred without fear of retribution.



\* If individual has a history of making mistakes, evaluation of the individual is warranted and the corrective actions above should be modified accordingly.  
\* If others in the same organization with similar skills and knowledge would do the same in similar circumstances, **systemic issues** must be fixed and **leadership shares accountability**.

Did we learn anything?

Yes, there's a test!



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# Real scenario faced by legacy carrier this year

- First officer left flight deck while at cruise.
- FFDO Captain chose not to put on oxygen mask (was required).
- FAA examiner in jumpseat noticed and pursued citation.
- Captain filed ASAP (voluntary report with protections).
- Captain argued FFDO status overrode oxygen requirement.
- No written guidance existed for the situation.

**What would you do with this pilot?**

**Pair-up with someone else to discuss.**

**What did the ERC decide?**



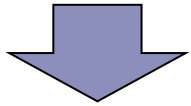
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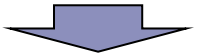
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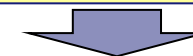
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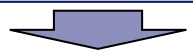
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# Let's recap

Objective: learn how actions influence attitudes about fairness ...  
... and how those attitudes impact safety.

Who killed TSgt. Mueller?



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# Leading a Just Culture – Key Takeaways

1. All of us impact the culture of our organization.
2. Just Culture is a safety “catalyst.”
3. “Fair/Just” treatment is subjective and complex ... it may require discipline.
4. An algorithm can help decide the best action.

LEARN → APPLY → SHARE

# Appreciation

Ms. Kay Armstrong, USAF HQ Safety Center.

Honorable Robert Sumwalt III, NTSB Chair.

Dr. Bill Johnson, FAA.

Mr. Carlos Rivera, FAA.

Dr. Kim Szathmary, ERAU faculty.

Mr. Mack Dickson, ERAU Aviation Safety.

Mr. Dodd Allen, JetBlue Airways.

Mr. X, Flight Safety Department (legacy air carrier).



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# Questions or comments?

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