

DIFFERENT WORK, SAME CHALLENGES



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Leading Opinion Films

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**Sidney Dekker on
Just Culture**

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WHAT IS A SAFETY CULTURE?



All cultures consist of three basic elements:

- **The written word**
 - policies, procedures, directives, signs, notices
- **The spoken word**
 - meetings, briefings, expectations, reviews
- **Modeled Behavior**
 - norms, informal practices, approval or disdain



WHAT IS A SAFETY CULTURE?

An organization's values and behaviors, modeled by its leaders and internalized by its members, who serve to make safe performance of work the overriding priority to protect workers, the public, and the environment.

Definition of Safety Culture

Culture is to an organization what character is to our personality, It can best be seen by what we do when nobody is watching.

- Dr. William Corcoran

BREAKING IT DOWN

- **Safety:**
 - Not the absence of injuries but the presence of capacity and capabilities
 - Not risk adverse but risk competent
- **Culture (Attributes and Artifacts)**
 - Institutional knowledge, expectations, habits and norms



CULTURE MATURITY

Pathogenic (Unjust)

Responsive (Legal)

Sustainable (SCWE)

**Consequences
Trigger Culpability**

**Policies Determine Practices
(Have-Tos)**

**Personal Investment Improves
Performance
(Get-TO and Need To)**

**Backward Looking Accountability
(Adversarial)**

**Fiduciary Accountability
(Advise/Enforce)**

**Forward Looking Accountability
(Advocate)**

**Confrontational Inquiry
(Prosecutorial)**

**Diagnostic Inquiry
(Probative)**

**Empathetic Inquiry
(Productive)**

Ignore or tolerate mistakes

Learn from Mistakes

Error Detection and Recovery



INFORMED CULTURE
Those who manage and operate the system have current **knowledge about the human, technical, organizational and environmental factors** that determine the safety of the system as a whole.

REPORTING CULTURE
An organizational climate in which **people are prepared to report their errors and near-misses.**

JUST CULTURE
An **atmosphere of trust** in which people are encouraged (even rewarded) for providing essential safety-related information, **but** in which they are also clear about where the line must be drawn between acceptable and unacceptable behavior.

**A Model -
HIGH
RELIABILITY
CULTURE
(Operations
Excellence)**

FLEXIBLE CULTURE
A culture in which an organization is **able to reconfigure themselves in the face of high tempo operations** or certain kinds of danger – often shifting from the conventional hierarchical mode to a flatter mode.

LEARNING CULTURE
An organization must possess the willingness and the competence to **draw the right conclusions from quality & safety information systems** and the will to implement major reforms.

Adapted from work of Dr. James Reason, Univ. of Manchester

SAFETY CHAMPION PROGRAM

(COSMO SPECIALTY FIBER)

Personal Risk Tolerance Profile

Hazard Identification and Control Training

Peer Observations and Feedback

Field Observations and Recommendations

Individual Safety Improvement Plan