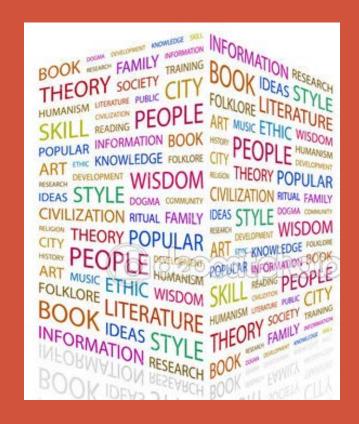


THE IMPORTANCE OF CULTURE



Joe Estey, Safety Engineering and Training Manager, Advanced Technologies and Laboratories, Intl



DIFFERENT WORK, SAME CHALLENGES



SIDNEY DEKKER

Leading Opinion Films

produced by Richard Arnold

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





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

LLIONA

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)

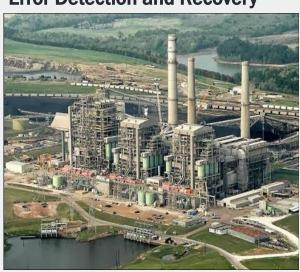
Ignore or tolerate mistakes



Learn from Mistakes



Error Detection and Recovery



INFORMED CULTURE A culture in which an organization is able to Those who manage and operate the system have reconfigure themselves current knowledge about the human, technical, organizational and environmental factors that in the face of high tempo operations or determine the safety of the system as a whole. certain kinds of danger often shifting from the conventional hierarchical mode to a **REPORTING CULTURE** flatter mode. An organizational climate in A Model which people are prepared to report their errors and HIGH near-misses. RELIABILTY **CULTURE LEARNING CULTURE JUST CULTURE** An organization must (Operations An atmosphere of trust in possess the willingness **Excellence**) which people are encouraged and the competence to (even rewarded) for providing draw the right essential safety-related conclusions from quality information, but in which they & safety information are also clear about where the systems and the will to line must be drawn between implement major reforms. acceptable and unacceptable behavior.

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

FLEXIBLE CULTURE

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