

# Just Culture in Ground Handling

## How do we bring it to life?

EASA Ground Handling Conference

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# What is Just Culture

## Is it?

- ▶ Something lots of people talk about?
- ▶ Something we need to 'have' because the regulator tells us we do?
- ▶ The thing that allows us to discipline people?

## Or is it?

- ▶ An essential enabler to our safety culture?
- ▶ A way of being that helps us learn and understand what is really happening in our organisation?
- ▶ The basis of how we treat everybody fairly and consistently?
- ▶ Our way of recognising that real people work as part of our team, and that none of us are perfect?

# Definition of 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** behaviour.”*

Prof James Reason

*“Just Culture means a culture in which front-line operators or other persons are **not punished** for actions, omissions or decisions taken by them that are **commensurate with their experience and training**, but in which gross negligence, **wilful violations** and destructive acts are **not tolerated***

EU 376/2014, Article 2, Definition (12)

# Why do we need a Just Culture?

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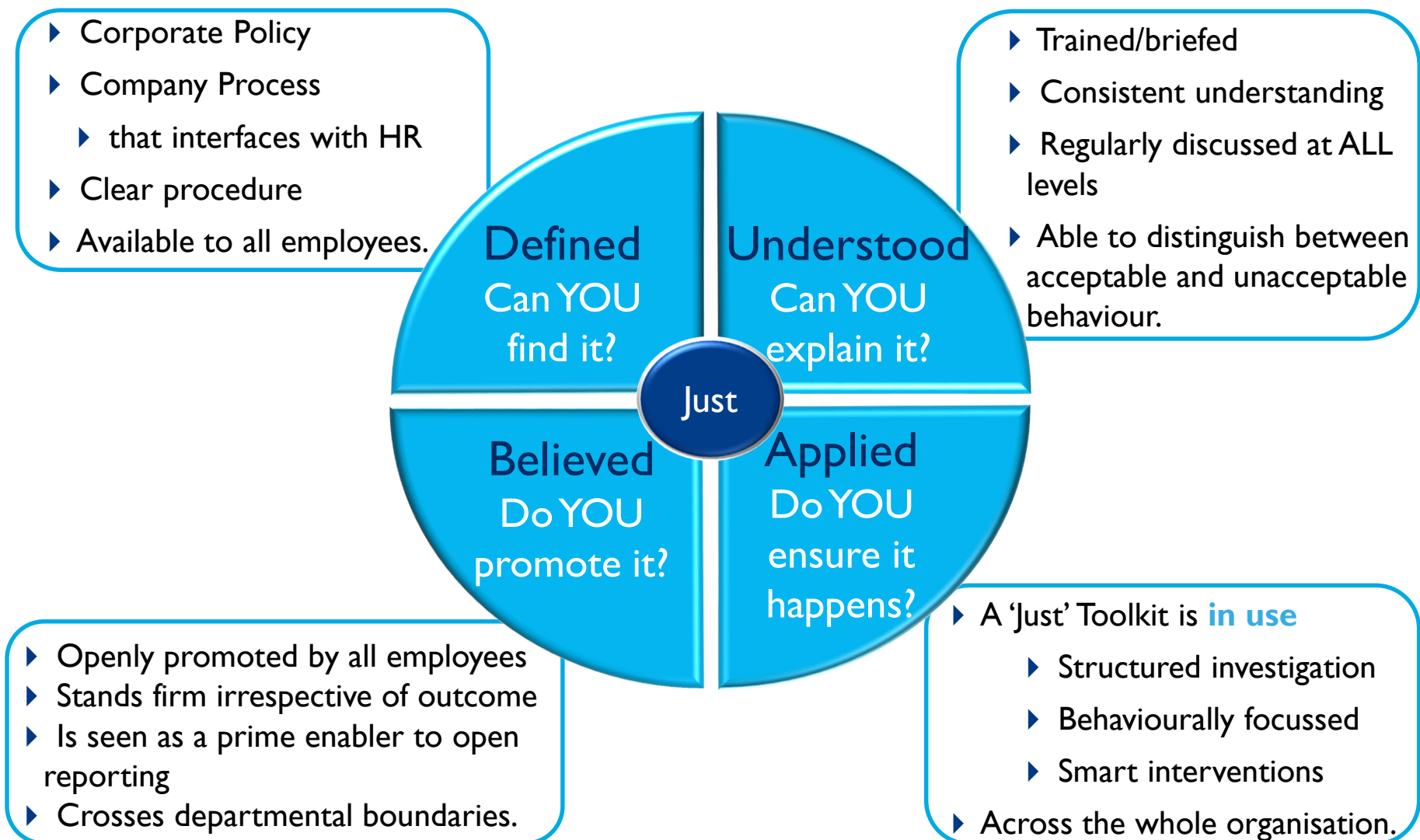
- ▶ We are required to have one?
  - ▶ EU376
  - ▶ Clients (Operators, MROs, Airport Authorities)
  - ▶ Health and Safety Regulations (national)
- ▶ Because it is good practice?
  - ▶ Legal protection, even if there are no explicit regulations
- ▶ We want to know what is happening in our operation?
  - ▶ So people trust the management enough to tell them what has happened
  - ▶ Perhaps so we know what could happen?
  - ▶ **Because it is an essential element of our Management System**

# How do we get a Just Culture

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- ▶ “Leaders get the Culture they deserve”
  - ▶ It has to start with Leaders at every level ‘getting it’ and ‘wanting it’
  - ▶ Policy is one thing, but it has to be brought to life
  - ▶ It has to be pulled into existence, it cannot be pushed
  - ▶ It takes careful development and protection
  - ▶ It can be destroyed by one inappropriate decision by senior management

# ...we have a Just Culture here





# Any Questions?

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google: FAiR3

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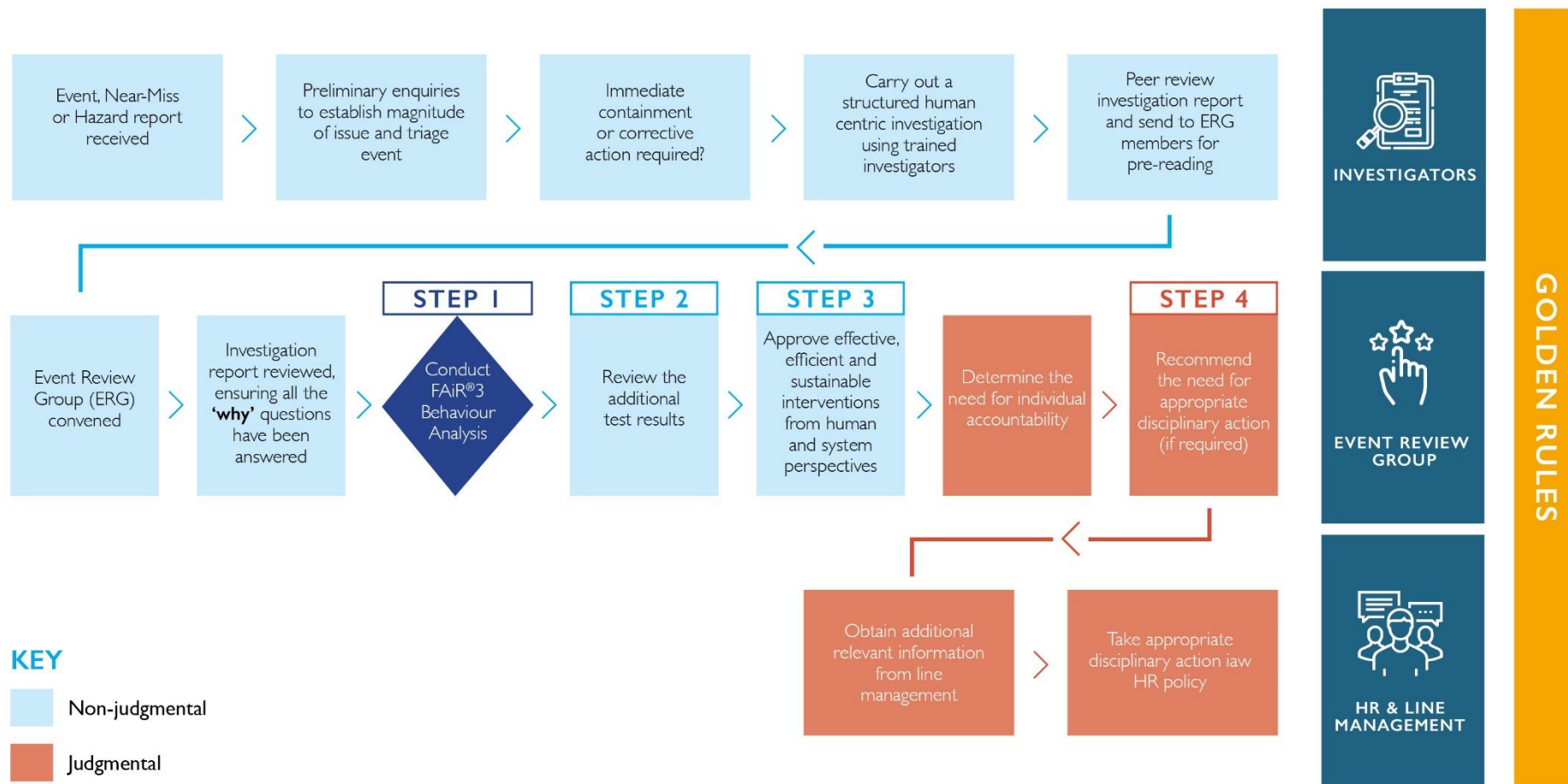
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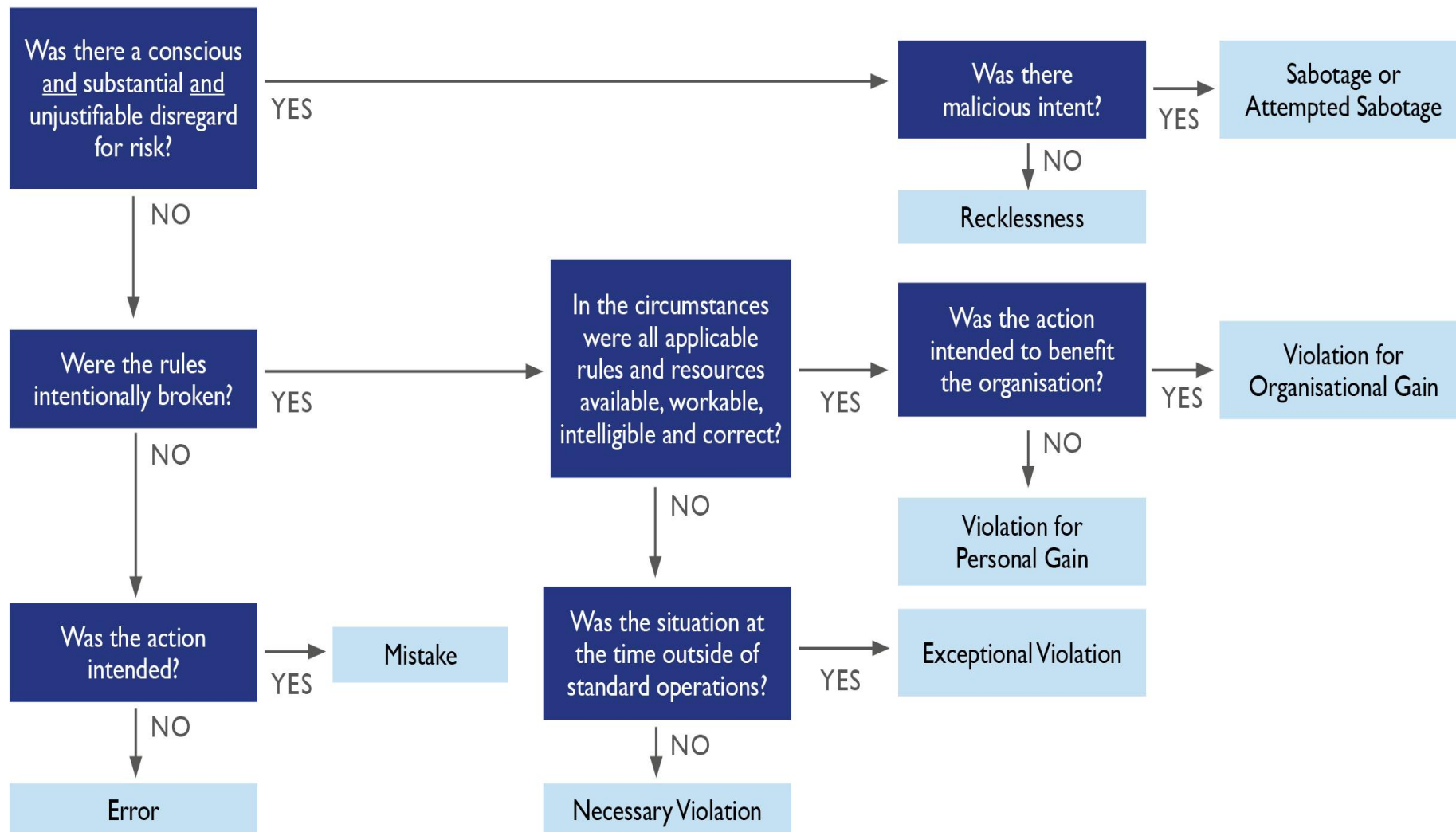


- ▶ How do we ensure we are as **consistent** as possible in applying a **Just Culture**?

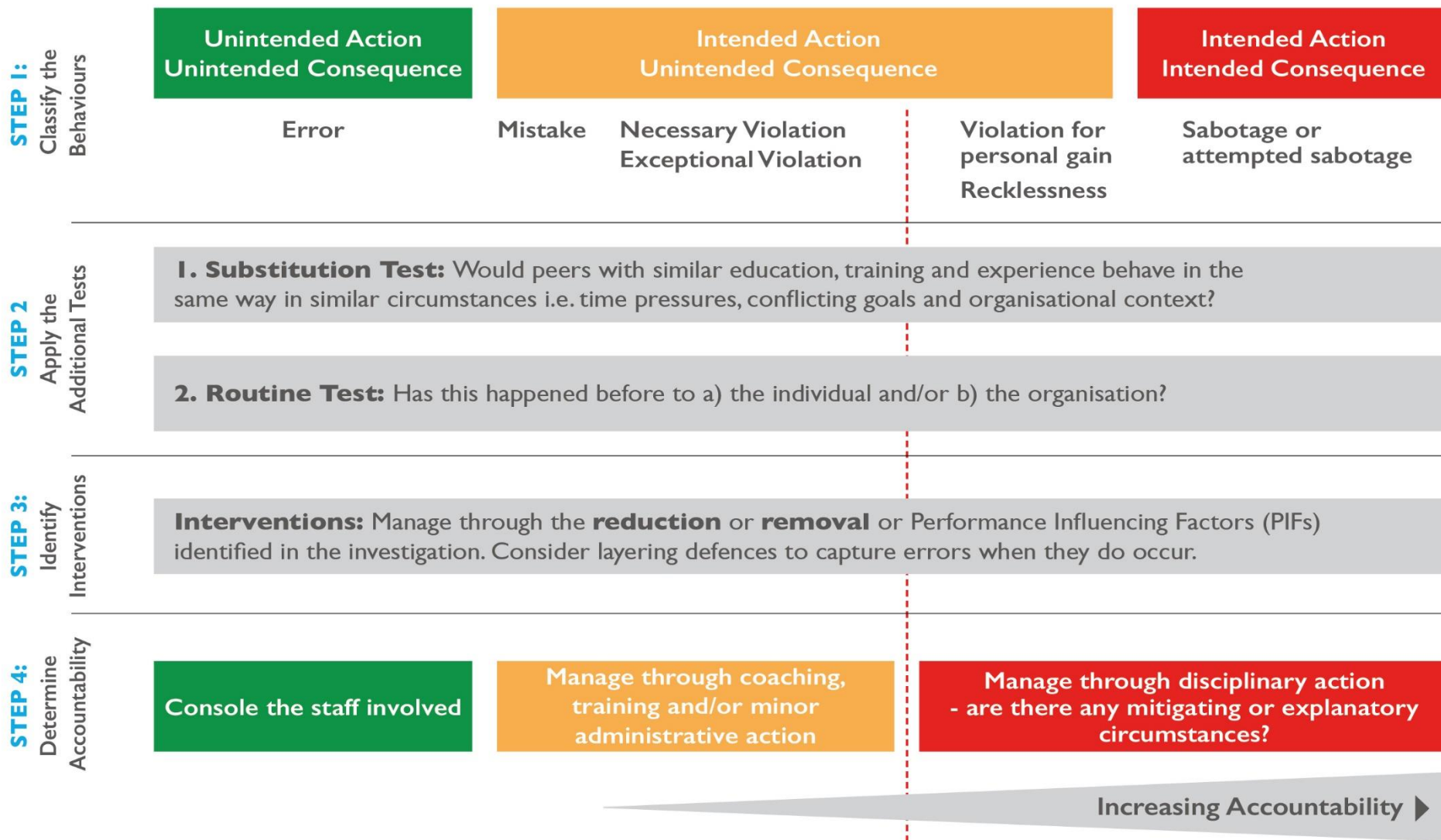








# Tests, Interventions & Accountability





## Pre-Event Review Group (ERG) Meeting

- 1 Use the FAiR<sup>®</sup>3 User Guide. It is there to help and guide you and to provide consistency of results.
- 2 Ensure a Human Factors based investigation has been undertaken by at least two competent investigators; typically, one Subject Matter Expert (SME) and one non-SME, ideally independent from the work area involved. They should use a standardised taxonomy and report format, such as Baines Simmons' SAFE<sup>®</sup> or Boeing's MEDA, and replace the names of the individuals involved with 'tags' to maintain confidentiality.
- 3 Select competent and trained Event Review Group (ERG) members (typically an odd number to aid decision-making). Note: To minimise bias and preserve impartiality the ERG board should ideally not include Managers from the department or area in which the event occurred (although they could be consulted as SMEs in the development of interventions).
- 4 Verify the report is complete and of an adequate standard. It should clearly identify the contributory factors and have dug deep enough to understand 'Why' it happened? from a management system perspective and not simply focusing on the individuals involved. If not, clarify any discrepancies with the investigators or request further investigation before proceeding.

## During-Event Review Group (ERG) Meeting

- 5 Approve the report recommendations or raise additional recommendations as required; ensuring that they will be effective, efficient, sustainable and SMART. Assign ownership and timeframes for completion to all agreed recommendations and track progress to implementation.
- 6 When considering individuals' actions remember to review the event from the perspective of those involved with the information they had available to them at the time, taking into account their knowledge levels, focus of attention and competing goals. Consider all levels of the organisation to ensure fairness and transparency.
- 7 Classify the behaviour types of key specific actions based solely on the facts contained within the report and not on personal opinion, perception and assumptions.
- 8 Review the results of the Substitution and Routine Tests conducted by the investigation team (see page 14) to provide support to Step 7.
- 9 Reach a conclusion every time; there is no need to spend excessive amounts of time perfecting the spelling and grammar within the report.
- 10 The Chairperson should add additional remarks to the report explaining any split decisions on accountability or anything else specifically requested by senior leadership.

## Post-Event Review Group (ERG) Meeting

- 11 Ensure feedback is given to those involved in the investigation and, if appropriate, consider using the event as a 'lesson learned' example in training and safety communication programs (maintaining the confidentiality of those concerned):
  - To facilitate organisational learning by increasing the awareness of the contributory factors across the wider organisation, and not simply in the area involved.
  - To promote the value and consistency of using the FAiR<sup>®</sup>3 System in support of a Just Culture.
- 12 Record all ERG proceedings for any future review, analysis and assurance purposes, as well as to hold the review group to account for their decisions.

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