



Culture: the key to successful FRM?

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What to expect in the next 45 minutes

- Culture
- FRM reporting
- Trust
- Audience participation

Key to a successful FRM

The implementation of FRM is dependent upon two main elements:

- Systems
- People

Key to a successful FRM

- FRM relies 'on the concept of an effective safety reporting culture'
- 'Crewmembers' willingness to cooperate will depend on their confidence that the operator is committed to the principles of an effective safety reporting culture'

What is a 'safety reporting' culture?

- A reporting culture - an organisational climate in which people are prepared to report their errors and near misses
- Many terms to describe aspects of the same thing: an organisational culture that is committed to safety

Dictionary definition

culture
/'kʌltʃə/

noun

1. the ideas, customs and social behaviour of a particular people or society

Other definitions

- “The way things get done around here”
- “How we describe our company”
- “What we value and put first”

Culture

- Shaped by vision, organisational structure, processes, symbols, rituals, routines, stories and myths
- Thought of by anthropologists as an emergent property
- Thought of by aviation people as something that can be fixed

Culture or cultures?

- Team
- Department
- Company
- Industry
- National

My view

- Organisations create the behaviours they get
- Organisations get the behaviours they deserve

To report or not to report?

Why report?

- It's the law
- I'm supposed to
- I'll get thanked
- It might happen again
- Someone saw me
- It's easy to report
- I don't want to cause an accident

Why not?

- I might get fired
- Nothing will change
- I'll look foolish
- I might lose my licence
- Nobody noticed
- It's unimportant
- It's too difficult

Here's what we found

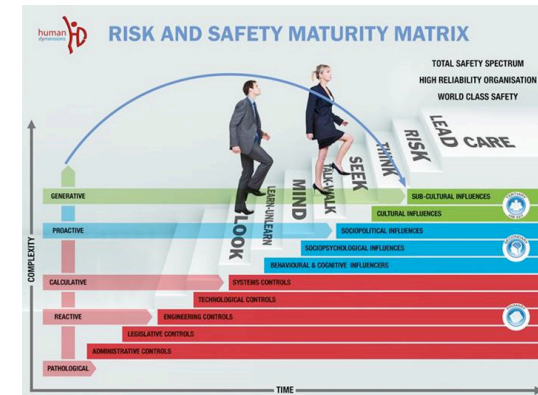
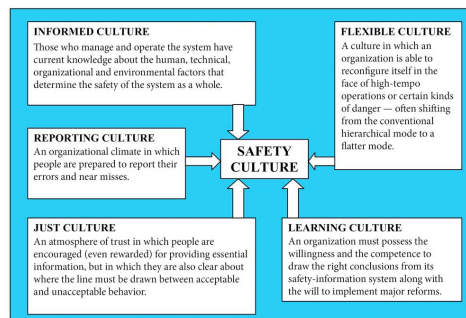
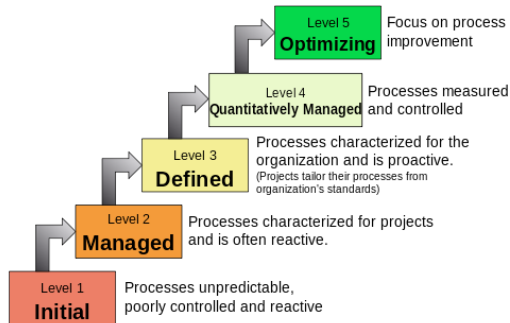
“In 2014, I operated a duty when, in retrospect, I should have declared fatigued”

What does the data tell us?

- That the reasons behind not reporting are not always the same for every organisation
- They are shaped by the **culture** of the team, department, organisation in which people work

Everyone loves a model

Characteristics of the Maturity levels



Is there a 'model' reporting culture?

- Yes, but no
- There are positive indicators/characteristics of a culture that values reporting

Characteristics of a 'model' reporting system

- Backed by a clear policy
- Accessible and understood
- User-friendly
- Confidential
- Voluntary
- Timely feedback
- Effective resolution

How do you get people to report?

- Reward?
- Punishment?



Ask them what they need

Rights and duties

- Managing fatigue is a shared responsibility
- Both individuals and organisations have a part to play

My theory

- Organisations that are characterised as having low levels of trust find implementing new initiatives difficult
- If trust is essential for change programmes and FRM is seen as a change programme then trust is vital to the success of FRM
- No trust = no FRM



Trust is essential to unlock
reporting

Trust

- Appears in lots of mission statements
- BBC – “Trust is the foundation of the BBC: we are independent, impartial and honest”
- GE – “At a time when many people are more cynical than ever about business, GE must seek to earn this high level of trust every day, employee by employee”

Dictionary definition

trust

/trʌst/

noun

1. firm belief in the reliability, truth, ability or strength of someone or something.

verb

1. to believe in the reliability, truth, ability or strength of someone or something.

Small word, big impact

TRUST

What is trust?

- **Competence:** do you know what you're talking about?
- **Reliability:** do you do what you say you're going to do?
- **Integrity:** are you honest and sincere?

Trust

- Losing trust of employees or the public can seriously impact your business
- Studies show that less than half of employees trust senior management
- Only 28% believe CEOs are a credible source of information
- “Distrust doubles the cost of business and triples the time taken to get things done”

Loss of trust



How do we increase trust?

- Talk straight
- Demonstrate respect
- Create transparency
- Right wrongs
- Show loyalty
- Deliver results
- Get better
- Confront reality
- Clarify expectations
- Practise accountability
- Listen first
- Keep commitments
- Extend trust

So what does trust have to do with FRM?

“If your crews feel uncomfortable or
intimidated by submitting a fatigue report, you
cannot have a FRMS”

Dr Curt Graeber

FRMS Task Force Chairman

FRMS Symposium 2011

Positive indicators

What might you see in an organisation with a culture that supports FRM reporting?

Example positive indicators

- Visible leadership commitment through actions and empowerment
- People who know their role and responsibilities
- People who know what the company wants – clearly defined business and behavioural goals
- Unambiguous communication
- Fair and just discipline

Example positive indicators

- Meaningful involvement
- Participation
- Reward/recognition aligned with desired outcomes
- Timely and efficient remedies
- Needs of employees met
- Trust

Negative indicators

What might you see in an organisation with a culture that **does not** support FRM reporting?

Example negative indicators

- Few reports
- Fear
- Mistrust
- Increased sickness
- High turnover

Keep it pertinent

- Which indicators would work for YOUR organisation?
- Seek first to understand
- What evidence do we have?
- What is working well?
- What could be 'even better if'?
- What does the company need?

What can operators and regulators do?

- Go beyond prescription – understand what is important to individual companies
- Remember – one size does not fit all
- Look at behaviour not just statistics
- Build up a picture of indicators – positive and negative

Culture: the key to a successful FRM!

A fair and just culture

Meeting people's needs

Right form, right process, right structure

Visible commitment and effective changes

Support for crew where necessary

**~~"It's legal so it's safe"~~
~~"But we've reported false alarms"~~
~~"We're tired, you're fatigued"~~**

Clear policy outlining individual and company responsibility

trust

trust

trust

trust

"It's OK to report"



Thank you for listening