

Just Culture in Aviation

Just culture in aviation

- Benefits of just culture
- Challenges in establishing a just culture
- Personal experiences with just culture
- Just culture in the Norwegian Safety Investigation Agency (Havarikommisjonen)

Just culture - definition

*“A Just Culture has been defined as a culture in which front line operators and others are not punished for actions, omissions or decisions taken by them that are **commensurate with their experience and training**, but where gross negligence, willful violations and destructive acts are not tolerated.”*

Source: Skybrary

*““Just Culture” is an atmosphere of **trust** in which people are encouraged, and 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.”*

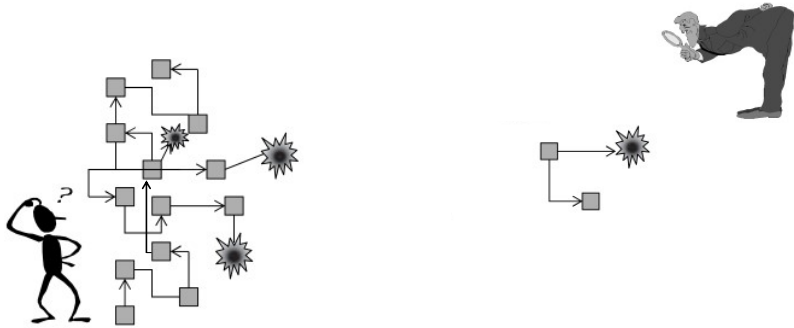
Source: James Reason, Managing the Risks of Organizational Accidents

Benefits of Just Culture

- Reporting -> learning and change
- Clearer view of risk to the organization
- Employee engagement

Challenges in establishing Just Culture – human judgement

- Hindsight bias



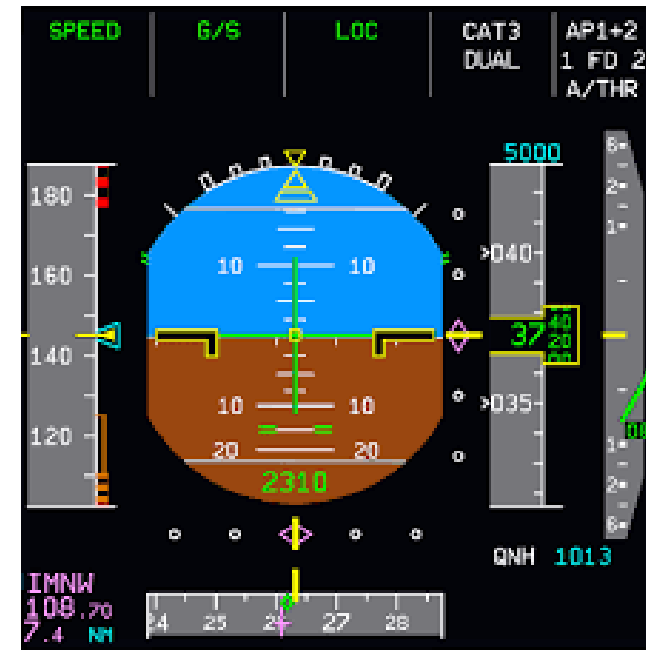
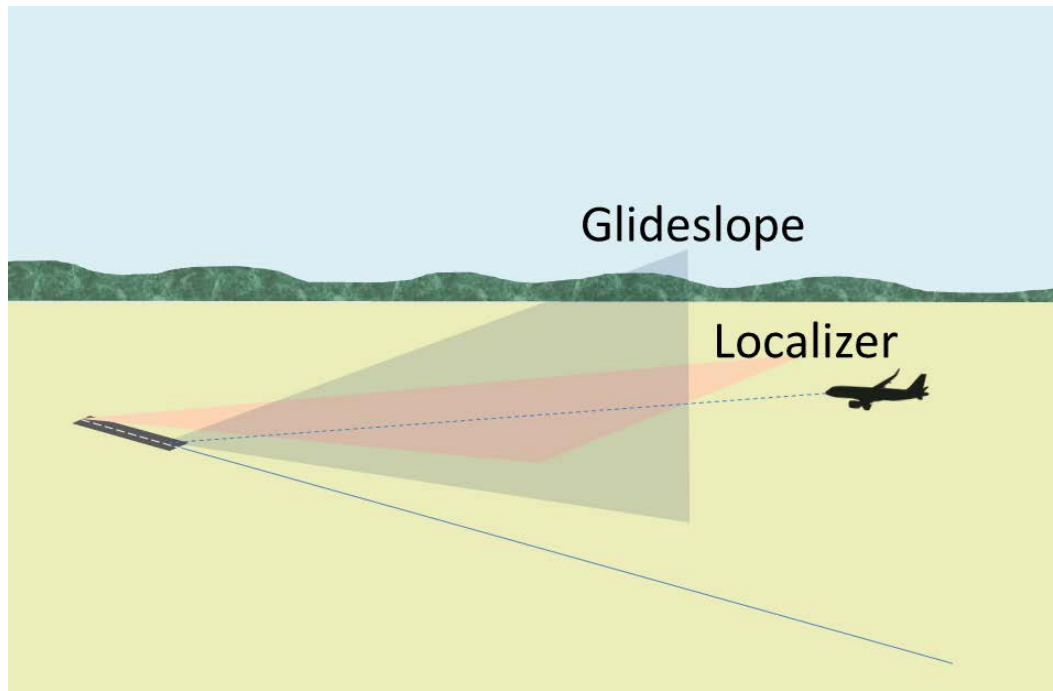
- Outcome bias
- Fundamental attribution error

Presuppositions of just culture

- To err is human
- Take a system view
- Just Culture does not mean “no blame”
- Just Culture takes time and effort to build, but can be tore down quickly

Just Culture and Flight Data Monitoring (FDM)

- FDM: continuous recording of flight data



Just Culture and Flight Data Monitoring (FDM)

- Good practice

Just culture and..

- Crew Resource Management (CRM)
- Threat and Error Management (TEM)

Structural challenges to Just Culture

- Job Applications
- Fragmentation

Just Culture in the Norwegian Safety Investigation Agency

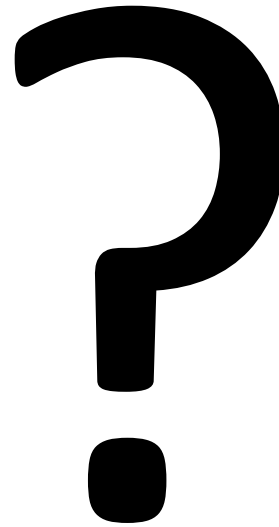
NSIA mandate:

The purpose of the investigations is to elucidate matters deemed to be important to the prevention of accidents in the transport and defence sector. It is not the NSIA's task to apportion blame or liability under criminal or civil law.”



NSIA and Just Culture

- Forklaringsplikt
- Taushetsplikt
- Bevisforbud
- Hva gjør NSIA for å styrke JC?



Practical aspects

- Definitions agreed about what is expected behaviour, and what is not acceptable.
- Published definitions and procedures on how violations are to be handled.
- Just Culture policy communicated throughout the organisation.
- The organization provides resources