



# What's going on out there?

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# My presentation

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- ▶ What are the leading organisations doing with regards to safety culture?
- ▶ Current safety culture trends and practices
- ▶ Report card since 28/8/2006
- ▶ Brief insight

# Safety culture?

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- ▶ Culture is the currency of profitable safety management
- ▶ You make your money (deliver capability) by safe operations
- ▶ Your safety culture is:
  - ▶ what your colleagues do
  - ▶ how they behave
  - ▶ what they value
  - ▶ and above all, what choices they make

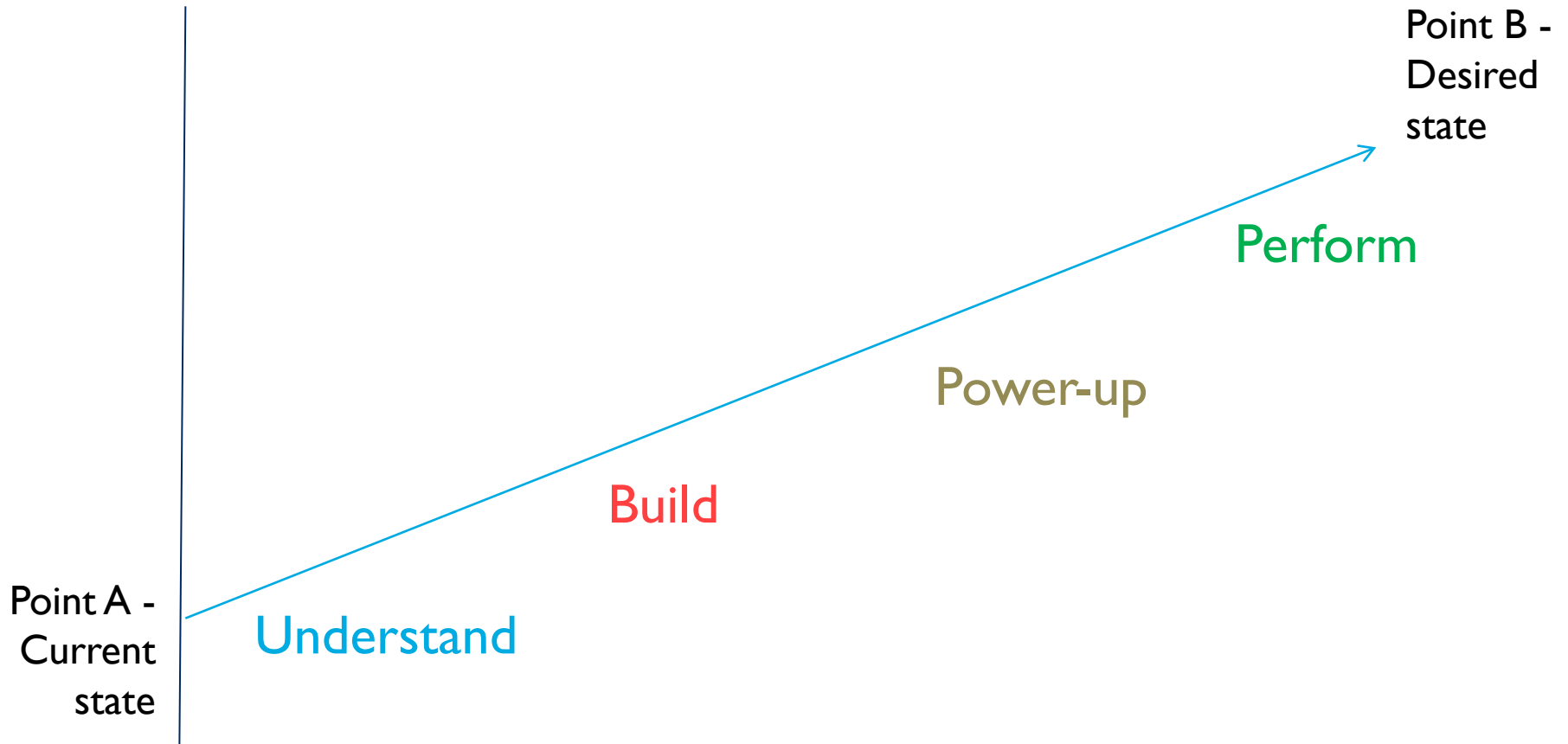
# Behaviour is culture

- ▶ So, how do your people behave?
- ▶ How do you know?
- ▶ Who is the custodian or warden of these behaviours?





# What are we trying to do?



- ▶ So much energy is going into developing the management system (processes, infrastructure) – the build phase
  - ▶ ...which is appropriate, of course
- ▶ However, people are the lifeblood of safety
  - ▶ At the right time they need to be switched on to how you want them to behave

# Maintenance organisation example

- ▶ Major Airline
- ▶ Compliant + industry-leading; HF since 2006 and SMS
- ▶ “...we’re concerned about maintenance standards”
- ▶ Resulted in culture programme – starting with ‘Point A’
- ▶ Designed to directly contribute to a positive change in maintenance standards (culture)
- ▶ Director of Engineering: *“I’m stunned by what’s been culturally acceptable and what I’m learning as a result of this programme.”*

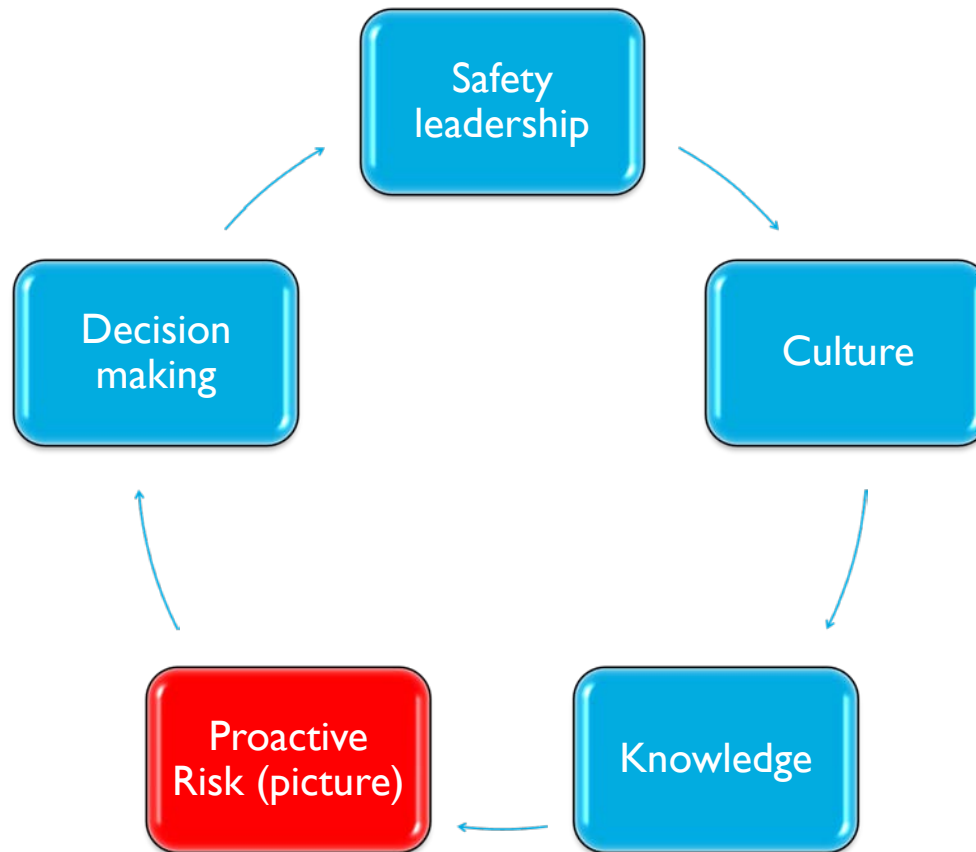


# Safety leadership/culture

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- ▶ Executives are increasingly non-aviation
- ▶ Safety and its management is not an MBA subject
- ▶ Drill vs a hole
  - ▶ SMS vs performance?
- ▶ Executives lack safety management expertise
  - ▶ but are unconsciously incompetent
- ▶ Nav aid / decision-making...

# The essence of safety management for leaders



**Wrong culture = wrong decisions = increased safety risk**

# Safety leadership

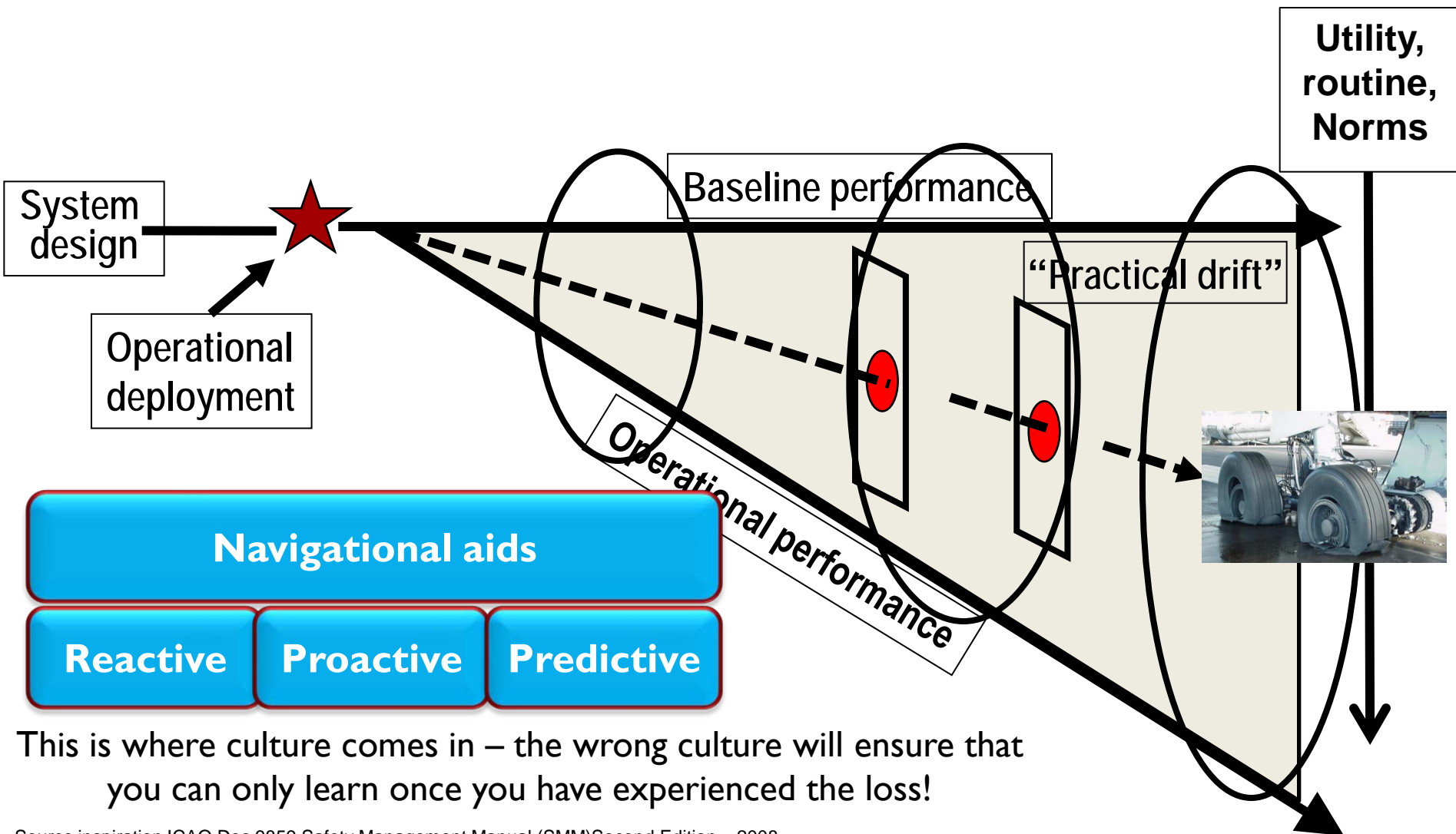
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- ▶ Airline CEO: *“Make sure that this never happens to me”*
  - ▶ = non safety leadership

Commonly heard at Major European MRO:

- ▶ What is our forecasted safety performance?
- ▶ Should we have seen this coming?
- ▶ What does this say about my culture?
- ▶ Why didn't our systems pick this up?
- ▶ What were the systems failures?
- ▶ Where is the next one coming from?

# Decision-making Nav Aid



This is where culture comes in – the wrong culture will ensure that you can only learn once you have experienced the loss!

Source inspiration ICAO Doc 9859 Safety Management Manual (SMM) Second Edition – 2008

# Culture changing...

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- ▶ *...there has been a cynicism about the error management system*
- ▶ *...admitting an aircraft engineer had made a mistake somehow de-valued the aircraft engineer cadre*
- ▶ *Since we have rolled out AEMS across the whole station this 'credibility' issue seems to have gone away,*
- ▶ *all of a sudden the whole station is able to admit to making errors, without fear of losing credibility*

Warrant Officer RAF Leuchars

# Cultural marker

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‘We are now undertaking the activity that would normally only result from an accident, but in this case, no-one was hurt and nothing was damaged

...not only has this benefitted the squadron, but the whole of the station has self-examined and improved in an extremely positive way.

The last three weeks has seen some of the most valuable air safety, people-centred activity we have conducted’

Group Captain  
Commanding Officer/Delivery Duty Holder

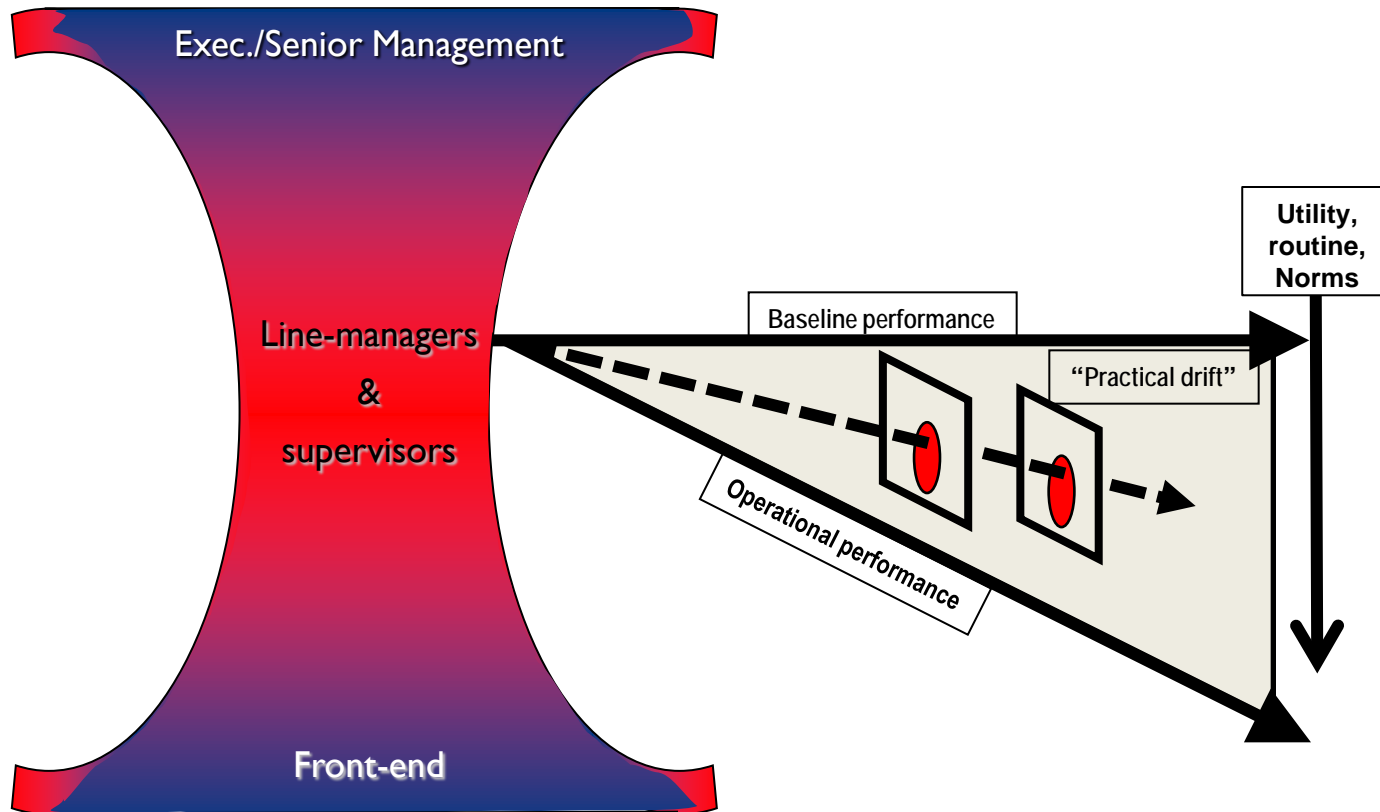
# Leading organisations

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- ▶ Standards and behaviour focused
- ▶ Hold their line managers to account for human performance management in their area of responsibility
- ▶ Are developing a performance influencing factors management approach (*socio/technical swamp-drainage*)
- ▶ Are demonstrating *active safety* leadership
- ▶ Who wouldn't want improved human performance?

# Leaders shape the culture

By what they systemically pay attention to



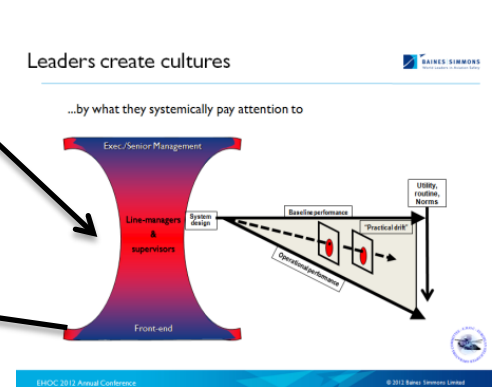


# Major operator example

- ▶ The operator was not realising the value of their investment in tactical HF/EM initiatives
- ▶ Subsequently adopting a more strategic programme building on existing safety culture programme
- ▶ Setting safety KPIs – ensuring appropriate metrics to measure performance
- ▶ Working to define required active safety leadership behaviours and skills to help managers and supervisors with their safety decision-making

# Tips

- ▶ Leaders shape cultures by what they systemically pay attention to
- ▶ The behaviour of managers and supervisors is your safety culture
- ▶ Therefore the target for change in leading organisations



- ▶ Develop an active safety leadership programme
- ▶ Develop behaviours/professionalism charter:
  - ▶ Formal, published, prescribed, unambiguous, agreed, and explicit

# Report card

- ▶ Reporting (culture) is flourishing
  - ▶ Not so the learning (culture)
- ▶ Confidence that EMS is a good thing with (military)
  - ▶ solid base and early adoption (military)
- ▶ Lost its way (civil)
  - ▶ Regulated HF is biased heavily towards training
  - ▶ rather than organisational aspects of error management
  - ▶ all about SMS now
- ▶ Still very few report maintenance do-ability to the TC holder
  - ▶ we are not queuing up at the door of the TC holder...we should be
- ▶ Increased improvement in identifying root causes through investigations
- ▶ Just Culture - whack-a-mole under threat



# Advancing safety cultures

- ▶ Give people permission to be human (no stigma attached to error)
- ▶ Understand that HF and error management are at the heart of safety management
- ▶ Are hazard, rather than occurrence, focused
  - ▶ Switching on hazard-hunters
- ▶ Enjoy an increase in 3<sup>rd</sup> age (me and us) reporting
- ▶ Do lots of 'why' investigations
- ▶ Possess databases bursting with 'error' data
- ▶ Work hard at consistently applying Just Culture

# Safety leadership summary

- ▶ Proving the case for
  - ▶ It is sold on behavioural facts
  - ▶ e.g. “*please tell me this isn't about us, this is not possible*”
- ▶ We won't get them in a room like this
  - ▶ it's easier for me now than when I was a *safety man*
  - ▶ If your exec. doesn't get it...
- ▶ Once they get the value of decision making with a nav aid they will want a reporting, learning and so safety culture
- ▶ It's no good hoping the regulator will cause it to be so

# Conclusions

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- ▶ Leadership - *push* rather than *pull*?
- ▶ Where safety cultures are advancing
  - ▶ it is wanted by the executive management team
  - ▶ so that they can make good quality decisions
  - ▶ but, they needed help to recognise what it is that they don't know
  - ▶ the executive management are asking “what sort of culture do we have?”
- ▶ I would not wish to go back to where we were



Thank you

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