



Building a Just and Trusting Safety Culture

Course Description and Objectives

As of 01 January 2009, the International Civil Aviation Organization (ICAO) now requires all Operators to implement a Safety Management System (SMS). However, like in other high-hazard industries (e.g., oil and gas), the implementation of "good systems" does not necessarily mean significant improvements in safety and performance will be sustained or implementation will be without its hurdles. Analysis of data from the oil and gas industry (which implemented SMS subsequent to the Piper Alpha disaster in 1988) showed that by the late 1990s a plateau (in terms of incident rates) was about to be reached after the implementation of the systems approach and that "more of the same" would no longer be sufficient to achieve the desired improvements in performance. It was at this point that efforts were directed to further embed systems into everyday practices by exploring the behavioural and cultural aspects of safety performance improvement.

As experts such as Dr Patrick Hudson note, an SMS defines sound systems, practices, and procedures, however, paradoxically, it is never enough if practised mechanically; an SMS requires an effective safety culture to "flourish." One essential component of such a culture of safety is trust. Discussions at various conferences, workshops, and with our clients around the world have shown, time and time again, that trust plays a key role in the successful implementation of, acceptance of, and workforce involvement in, an SMS (and other safety/ performance improvement initiatives). In order for employees, at all levels of an organisation, to feel intrinsically motivated to operate the elements of the SMS - because they believe in it, rather than that they are being forced - a level of trust within the organisation is essential. Central to this is a "just culture." As Dr James Reason notes, a just culture exists in 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.

To ease the implementation of SMS and allow it to flourish, there are steps that management can take to help work with employees to build a level of trust within their organisation. This workshop will examine these steps in the context of safety culture, leverage points for culture change, human error (including threat and error management) and ways organisations can work to improve their safety culture (i.e., safety culture maturity) whilst building trust and commitment at all levels of the organisation.

Who should attend?

Individuals from such areas as the military, airline operations, and airport operations who are involved in planning, directing or managing a safety programme and supervisors who are required to supervise an accident prevention / risk management programme.

Participant Prerequisites

It is assumed that all participants have a good working knowledge of safety management systems. An appreciation of the need for continuous improvement and avoidance of the typical "safety plateau" would be advantageous but will also be covered in the programme.

Take home

- Comprehensive course notebook
- Industry examples and solutions
- Certification of completion

Course Particulars

- **Date:** 09-10 Feb 2009.
- **Location:** Halifax, Nova Scotia, Canada (In-house also available).
- **Fee:** \$950 CAD per person (Bulk-rates available).

Queries

Related courses and services:

- Safety Management Systems
- Safety Climate Assessment
- SMS Maturity Path
- Behaviour-based Safety

For more information please contact:

John Dutcher
Dutcher Safety & Meteorology Services
 Toronto, Ontario, CANADA
 Mobile: +1 416 407 2454
 E: dutchersms@gmail.com
<http://www.johndutcher.com>