What to do next after a Safety Culture Survey?
Using the safety culture discussion cards

Steve Shorrock
EUROCONTROL
Real Safety Culture

One thing, if you want to understand risk you need to get out from behind your desk.
But first a little theory...
The European Organisation for the Safety of Navigation

VALUES

What is SAID

What is BELIEVED

What is DONE

SAFETY OUTCOME

What is the priority of safety?

How do we think things work?

How do we think things work?

How do we (really) do things?
What is Safety Culture?

- Management commitment
- Resourcing
- Just culture, reporting & learning
- Risk awareness & management
- Teamwork
- Communication
- Responsibility
- Involvement
Safety culture - Some challenges

“It’s too fuzzy”
“It’s just a buzzword”
“I don’t really understand it”
“That’s something for psychologists”
“We don’t have time for that!”
“I don’t know where to start”
“We’ve done safety culture...we did a survey”
“There’s a report somewhere”
But *most* people can do this...
The Product
A free resource to aid discussion about safety culture by any person or team

- Engaging
- Memorable
- Educational
- Valid
- Flexible
- Useful
Safety Culture Elements

Management commitment
Resourcing
Just culture, reporting & learning
Risk awareness & management
Teamwork
Communication
Responsibility
Involvement
Organisation of the Cards

Involving. Get involved
Are you sufficiently involved in safety-related activities?

Safety isn’t someone else’s job. We all need to participate in safety-related activities such as projects, procedures, surveys, training, or awareness campaigns. How can you get more involved?

Organisation of the Cards
There are several individual cards for each of the following ‘safety culture elements’.
Each card introduces a different issue for reflection or discussion.

Some cards are for front-line staff. These are labelled OPS

Management Commitment

Resourcing

Just Culture, Reporting & Learning

Risk Awareness & Management

Teamwork

Communication

Responsibility

Involvement
Design Elements

Number

Category

Headline

‘OPS’ designation

Photo

Question (present)

Rationale

Follow-up Question (future)
Design Elements

Number → Category → Headline → ‘OPS’ designation → Question (present) → Rationale → Follow-up Question (future) → Photo
Exercise
Three cards, one story

1. Consider the 3 cards you have
2. Think of an experience* involving 1, 2 or all 3 issues
3. Describe the experience and lessons learned to your neighbour, introducing the cards as you go

P.S. No blame ☺
Other Applications
Who has used the cards?

Requested by

Also adapted by
Tips from Alfonso Barba Martínez (Head of Regional Safety, AENA)

1. Select relevant cards for the group
2. Insert into meeting as brain refreshment
3. Keep groups small
4. Assign a facilitator and take notes
5. Start with one or two cards
6. Be careful when mixing groups
How to use (how would you like to use?)

**Option 1: Comparing**
Different members of the organisation unit, pick.

**What we do we need**
In a small group, take the cards.
Discuss the card for each member.
Discuss a different one.

**What we do we need**
Then compare.
- Where do we
- Where do we
- What are the
- What might be
- How can this
- Who needs to
- Who is responsible
- When does it

The cards in each pile reflect on opportunities, address.

**Option 2:**

**Option 3:**
Choose a specific element of each card in depth.

**Option 4:**
Sort cards into the following categories:
- Strengths
- Opportunities
- Threats
- Weaknesses

**Option 5: Influences**
Organise cards into patterns to show how the issues relate to one another. For instance, some cards may have cause-effect relationships, or may influence each other in a more subtle way. Discuss how these relationships work.
Network Manager Operations Centre Breakfast
European Safety Managers Meeting
Formats

1. Paper A6 cards
2. Smartphone/tablet
3. Posters (A2)
4. Intranet popups
5. Leaflets (with SKYbrary URL)
Safety Culture Discussion Cards

Introduction
The EUROCONTROL safety culture programme for European air traffic launch, questionnaire, workshops, reporting and feedback, action plans.

Aims

5. TEAMWORK

6. COMMUNICATION

Over 5000 hits
April-June 2012
The Controller
Journal of Air Traffic Control
(April 2012)

3500 copies per issue sent to ATC facilities and individuals in 140 countries
Speak up

Do you feel free to raise safety concerns?

How we all react to the safety concerns of others can influence whether or not they raise them in the future. Is voicing concerns about safety encouraged?
Humanistic by Design

Views on human performance, organisational safety and design from a human factors and humanistic perspective

Wednesday, July 18, 2012

Using the Safety Culture Discussion Cards: Tips from a user

I have received some great practical tips (and considerations for the future) from an ATC Safety colleague who had used the Safety Culture Discussion Cards with several different groups. Thanks to Aitor Reina Bar&aacute; Mart&iacute;nez (Head of Regional Safety at IENA, the Spanish Air Navigation Service Provider) for the tips below!

Basically, I find it essential to make an introduction to the aims of the cards and the different ways to use them. What I find could be an improvement is to introduce simple cues for those having to administer them as ‘facilitators’, because what we have been doing until now is introducing the product to those who can make a better use of it (instructors, supervisors, mid-management). This made me think that it might be useful to explain a bit further what the outcome of the cards can result in. So basically I would cue those administering the cards on:

a) Make sure who your audience is, and prepare specific cards for them on each element.
b) The cards are an excellent tool to insert into any meeting as an added practical activity, breaking frequently tedious expositions and offering some ‘brain refreshment’.c) Don’t use the cards with more 10-12 people? Otherwise the discussion might stall anyway easily.d) Is anyone supposed to take notes? As facilitator I advise them I would be taking notes, and the different comments and views expressed allowed me to identify weak points in which future safety strategies may be focused on at local level: shifts, fatigue management, airport signaling.e) Also, I would favour using Option 2 Safety moments at the beginning, as it is a lot easier to engage people in a straightforward discussion on just one item, two maximum.f) In the ‘How to use this Cards’ section, Options 1 Comparing views, Option 3 Focus on... and Option 2 SWOT analysis don’t necessarily need to use all cards, but it sounds like you must. It all depends on time available and going through all of them should not be the objective.g) Be careful with the card selection when mixing groups with different activity areas, i.e Human Resource, Maintenance, ATS, Financial and again, have relevant questions prepared beforehand.

I hope this can be useful to you. As I say, it is mainly focused on the tasks by those presenting the cards to others who must deal with different audiences, and could perhaps feature as a card of its own at the beginning.

Steve Sharrock

I am a human factors specialist and safety psychologist with a background in practice and research in safety-critical industries. My main interest is human factors in safety-related systems and organisations, and improvement via cultural and design-led approaches.

I am also interested in practice-related issues (such as the research-practice gap and the skilled helping approach), humanistic psychology, human factors in current affairs, and the influence of human factors in industry and public policy.

My role is currently Project Leader, Safety Development at EUROCONTROL, France. I am also an Adjunct Senior Lecturer at the School of Aviation, University of New South Wales, Australia. Views expressed here are mine unless stated otherwise.

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How do you handle people with a negative attitude to safety? skybrary.aero/images/5g_Hand... #safetyculture discussion cards skybrary.aero/index.php/Safe... #in

mitionline
Homeopathy does not have a monopoly on the placebo effect just because that's all it possesses. It's available to any practice. #WHAW

Glinner
I approve of windows. RT @karinjr: Except for windows. Presumably.

OliverKnevitt
Don't mix homeopathy and politics: a case study wp.me/p1XxIj-4M
Where from here?

- Further expansion of countries and languages
- Continuous evaluation
- Further content updates
- Further promotion
- Concept is easily adapted to other industries
Thank you

Comments? Questions? Feedback?

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