

# WELCOME

Welcome to issue 35 of EUROCONTROL's *HindSight* magazine, the magazine on human and organisational factors in operations, in air traffic management and beyond.

This issue is on the theme of **Just Culture...Revisited**. Once again you will find a diverse set of articles from a diverse set of authors in the context of aviation, maritime, rail and healthcare. The articles reflect Just Culture at the corporate and judicial levels from the perspectives of personal experience, professional practice, theory, research, regulation, and law.

At the heart of *HindSight* magazine is the idea that we can and should learn from multiple perspectives. Especially for topics such as Just Culture, there can be tensions between these perspective, which are opportunities for learning and growth. There are differences between the perspectives of front-line staff, safety specialists, legal experts, managers, and social scientists, and senior managers, and of course citizens. What is 'just'? How should we conceptualise Just Culture? How should we design and implement regulations, policies and protocols relating to Just Culture? What gets in the way of Just Culture? More than most other topics, this is one that can arouse strong feelings and opinions.

In this issue, leading voices from the ground and air share perspectives on these questions. It is also recommended to review issue 18 of *HindSight on Justice & Safety*. The two issues together offer a rare and comprehensive set of insights.

Special thanks are extended to the authors and the operational reviewers, who help to ensure that *HindSight* magazine is relevant, interesting and useful. While the primary readers are operational staff, especially those involved in aviation, it is read much more widely, by different people in different sectors, especially those where safety and business continuity is critical.

We hope that the articles trigger conversations between you and others. Do your operational and non-operational colleagues know about *HindSight*? Please let them know. Search 'SKYbrary HindSight' for all issues, covering a wide variety of themes.

The next issue of *HindSight* will be on the theme of **PEOPLE IN CONTROL: STAYING IN THE LOOP** (see inside back cover). What's your story? Let us know, in a few words or more, for Issue 36 of *HindSight* magazine.

**Steven Shorrock**, Editor in Chief of *HindSight*

