

A FAIR AND JUST CULTURE

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WHO'S IT FOR?

- ▶ All members of staff



GOALS

- ▶ To co-construct the conditions needed to share important safety information
- ▶ To co-construct a policy that ensures an appropriate response to events
- ▶ To ensure a predictable, fair response to practices



FIND OUT MORE

- ▶ Safety culture: from understanding to action, *Industrial safety reports*, Icsi 2018



CONTEXT & CHALLENGES

You sense that important safety information is no longer being shared, that the same accidents or near-accidents seem to keep happening, with identical causes, that staff seems to be becoming a bit fatalistic...

Your employees and personnel representatives and/or your hierarchy think that this **organisational silence** is mainly due to uncertainty about how managers will respond if an event is reported, there is a sense that:

- ▶ sanctions are not used systematically,
- ▶ dangerous behaviour is not sanctioned
- ▶ safe behaviour is not rewarded.

It is possible to develop a fair culture. This means that the response of managers to unwanted events is predictable and reasonable, and based on an agreed policy of analysis, processing and an appropriate response.



OBJECTIVES

To develop a just culture, the company must foster a climate of trust and the freedom to speak:

- ▶ Management must be able to understand real-life working practices and why it can be difficult to implement the organisation's requirements
- ▶ Safe behaviour is rewarded, event reporting is encouraged and valued
- ▶ The response to unwanted events distinguishes between errors, violations created by a situation, and unacceptable violations
- ▶ Staff have the right to make mistakes
- ▶ There is a clear, reasonable line between acceptable and unacceptable practices
- ▶ Personnel understand that the response will always be fair.

A FAIR AND JUST CULTURE



Developing a fair and just culture is a long process that can take several months or even several years to complete. We highly recommend that staff representatives are involved in the construction of the just culture policy.

Icsi can support you at all stages of the project, especially key moments.

PROJECT LAUNCH

- ▶ Senior managers are deeply committed to the project
- ▶ Appoint a respected and legitimate project manager
- ▶ Inform and involve staff representatives
- ▶ Establish a representative project group

THE SOCIOTECHNICAL CONSTRUCTION OF A JUST CULTURE POLICY

- ▶ Inform the project group of the fundamental principles of a just culture
- ▶ Develop a shared vocabulary
- ▶ Everyone commits to these principles

CONSTRUCTION OF THE IMPLEMENTATION GUIDE AND ASSOCIATED TOOLS

- ▶ Define what is acceptable and unacceptable behaviour (Golden Rules, rules that save lives)
- ▶ Working with personnel, develop the guide and associated tools that are provided to managers who must reward positive contributions to safety and sanction unsafe behaviour

GRADUAL ROLL-OUT

- ▶ Test the policy, guide and tools (pilot)
- ▶ Present the policy to all personnel
- ▶ Train and support the entire managerial hierarchy
- ▶ Inform and train all employees
- ▶ Deploy, monitor and adjust if necessary

Icsi's recommendation

Establish a monitoring committee to ensure that the just culture policy and the appropriate response methodology are being respected.

Icsi's contribution

- ▶ Lead individual and group discussions
- ▶ Provide insight and industry benchmarks
- ▶ Expertise in, and support for change management

