



TRAFICOM

Liikenne- ja viestintävirasto

Työkaluja käytännön työhön organisaatioissa

26.1.2022

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Liikkuva maali

► Kulttuuriset elementit ovat jatkuvassa muutoksessa

What is Safety Culture?

Safety culture is the set of enduring values, behaviors and attitudes regarding safety, shared by every member at every level of an organization. An organization's culture is influenced from the top through the actions and behaviors of the senior management team, which permeate through to the bottom. It should be assessed at all levels of the organization.

In simple terms, safety culture is how people behave towards safety when no one is watching.

Safety culture can be described by six high level characteristics, which provide a framework for analysis as shown below:



Awareness

The extent to which employees and management are aware of the risks for themselves and for others implied by the organization's operations. Employees and management should be constantly maintaining a high degree of vigilance with respect to safety issues.

Justness (Just Culture)

The extent to which safe behavior and reporting of safety issues are encouraged or even rewarded and unsafe behavior is discouraged.

Adaptability

The extent to which employees and management are willing to learn from past experiences and are able to take whatever action is necessary to enhance the level of safety within the organization.

Information

The extent to which information is distributed to the right people in the organization. Work related information must be communicated in the right way to the right people.

Behavior

The extent to which every level of the organization behaves so as to maintain and improve the level of safety. From the management side, the importance of safety should be recognized and everything needed to maintain and enhance safety should be put in place.

Commitment

The extent to which every level of the organization has a positive attitude towards safety and recognizes its importance. Top management should be genuinely committed to maintaining a high level of safety and motivating employees to do so as well.

Safety Culture and Safety Reporting

Reporting culture emerges from personal beliefs about, and attitudes toward, the benefits and disadvantages associated with reporting systems.

A healthy reporting culture is built on a just culture, which aims to differentiate between intentional and unintentional deviations, and determines the best course of action for both the organization as a whole and the individuals involved.

Employees must know that confidentiality will be maintained and the information they submit will

be acted upon. Otherwise, they will determine there is little or no benefit in submitting a report.

Informed Decision Making

A positive safety culture is essential to an effective SMS. It creates an openness that encourages people to report safety issues. This in turn will help people at the top of the organization make informed decisions based on what is really going on through having a:

Reporting culture: Does the organization encourage reporting?

Just culture: How does the organization treat people who make errors?

Learning culture: Does the organization treat information as an opportunity to grow its safety culture?

Flexible culture: Does the organization act on information to improve safety?

Organizational Behaviors

The following are ways that organizations can consistently operate safely. These are important to both the safety culture and safety performance of an organization.

Preoccupation with failure: Continuously looking for the subtle signs of trouble.

Looking for practical drift: Understanding the realities of front line activities; 'work as designed' compared to the reality of 'work as done.'

Deference to expertise: It is important to value the input from front line staff who interact with the system every day.

Commitment to resilience: Undesired and unexpected things will occur. How an organization responds to them is part of the continuous improvement element of a Safety Management System (SMS) and a learning culture.

► Haluammeko, osaammeko, tai voimmeko yleensäkin vaikuttaa organisaation kulttuurin muutokseen ja sen suuntaan?

Organisaation kulttuurista kertyvää tietoa on meillä kaikilla

- ▶ Erilaiset organisaation omat työtyytyväisyyskyselyt
- ▶ Kehityskeskustelujen kautta yksilöiltä tuleva tieto
- ▶ Asiakastytyväisyyden kautta saatava palaute
- ▶ Fiilis-mittarit tai vastaavat nopeasti toteutetut kyselyt
- ▶ Johtamiseen liittyvät tutkimukset esimerkiksi 360-kysely
- ▶ Organisaation arkipäivän työssä saatava tieto ja palaute
- ▶ Poikkeamaraportointi
- ▶ Sisäisen auditoinnin tulokset
- ▶ Jne

Ohjeistusta ja arviointiin kehitettyä tukimateriaalia

► <https://www.trafficom.fi/fi/liikenne/ilmailu/kulttuuriset-elementit-ohjemateriaalia>

SMIGI DANCECONTROL

Turvallisuuskeskustelu
 avuksi Turvallisuuskäytännön ja keskustelun pohdintaan ja keskusteluun.
 I. painos

Doc 10151
Manual on Human Performance for Regulators
 First Edition (Advance unedited), 2021

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INTERNATIONAL CIVIL AVIATION ORGANIZATION

Päätöksentekokaavio esimerkkinä ilmaisen poikkeamien käsitteilyn periaatteista organisaatiossa – just culture-näkökulma osana turvallisuudenhallintaa (SMS)
 Kaaviossa pääpaino on henkijöiden tuettavan turvallisuuden hyödyntämisessä osana turvallisuudenhallintaa. Kaavio on muokattu ja jatkokehitetty Patrick Hudsonin päätöksentekokaaviossa (GP) "Enhancing the Safety Environment, 1997 Global Aviation Information Networkin avulla." (Derived from a document for which permission to reprint was given by the Global Aviation Information Network). Valtion vapautuslupa: kaupallinen käyttö on sallittua, kyllä sitten ko. huuhkasta alustaan kuka pyytää loppu.

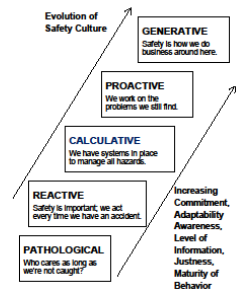
	Ohjeita ja toimintamalleja noudatetaan	Ohjeita ja toimintamalleja ei noudateta täysin mahdollisesti tilanteesta riippuen	Ohjeita ja toimintamalleja ei noudateta lainkaan	Ohjeita ja toimintamalleja ei noudateta lainkaan	Ohjeita ja toimintamalleja ei noudateta lainkaan
Henkilön toiminnan tuen tapahtumassa	1. Houkuttamiseksi henkilöä käytössä olevia toimintamalleja ja ohjeita? KYLLÄ	Luultaviko henkilöt noudattavansa käytössä olevia toimintamalleja ja ohjeita? KYLLÄ	Henkilöiden mielestä organisaatiossa kaikki toimivat kuten he olivat toivoneet. KYLLÄ	Henkilöiden mielestä tilannetta ei olisi voinut hoitaa käyttäessä ohjeita ja toimintamalleja noudatetaan. KYLLÄ	Henkilöt kokivat, että heidän itensä kannalta sovellettu, oma toimintatapa oli parempi. KYLLÄ
Johdon toiminta – tapahtumasta aiheutuvat toimintatarpeet	A. Ota aktiivinen ote ja selvitys siitä siihen, mikä toimintamallei eivät soveltuneet tilanteeseen. KYLLÄ	Miehi, mikä henkilöi tulivat toimivansa oikein. KYLLÄ	Ota aktiivinen ote ja selvitys siitä siihen, mikä toimintamallei ei noudateta tilanteesta riippuen. KYLLÄ	Ota aktiivinen ote ja selvitys siitä siihen, mikä toimintamallei eivät soveltuneet tilanteeseen. KYLLÄ	Henkilöt kokivat, että organisaation kannalta sovellettu, oma toimintatapa oli parempi. KYLLÄ
Lähiesineet ja muut SMS-prosessin avainhenkilöt – tapahtumasta aiheutuvat toimintatarpeet	B. Kikä ydinavainhenkilöt tuottamattomia tuottamattomia asioita. Arvioi onko heidän roolinsa selkeä ja ohjeit kunnossa. KYLLÄ	Analysoi tapahtuma osana riskienhallinta-prosessia. KYLLÄ	Analysoi tapahtuma osana riskienhallinta-prosessia. KYLLÄ	Arvioi perusteet toimintamallien muutostarpeille. Kartoita mahdollisen epäkohdan laajuus. KYLLÄ	Miksi miksi tilannetta ei ole tunnistettu ennallaan, mi. riskienhallintaa ensisijaisesti tuetaan. KYLLÄ
Tapahtumassa mukana olleet työntekijät	C. Vaki alla rauhallisen miehi ja viesti tapahtumasta. Arvioi onko heidän roolinsa selkeä ja ohjeit vaki. KYLLÄ	Raportoi jos huomaa, ettei ole noudattanut ohjeita tai vaki-toimintamalleja. KYLLÄ	Auta organisaatiota analysoimaan, onko noudattanut ohjeita ja toimintamalleja muuttamattomia. KYLLÄ	Tarve muuttaa ohjeita tai toimintamalleja on saatettava teon sen ilmentäessä ko. toimintaan vastauksia. KYLLÄ	Tuo esiin ajatukset toimintamallien muutoksista niiden kehitettäessä vastaville taholle. Varmista oma osaan. KYLLÄ
Tarve motiteille tai kurinpidollisille toimille	D. Ei tarvetta. KYLLÄ	Ei tarvetta. KYLLÄ	Mitkistä keuhkasta organisaation tukille taalle ohjeiden ja toimintamallien hallinnointi- ja kehittäminen. KYLLÄ	Päätettyä organisaatiossa asioita, jotka on jätetty huomiotta? Mitkistä keuhkasta organisaation tukille taalle ohjeiden ja toimintamallien hallinnointi- ja kehittäminen. KYLLÄ	Mitkistä organisaatiossa asioita, jotka on jätetty huomiotta? Mitkistä keuhkasta organisaation tukille taalle ohjeiden ja toimintamallien hallinnointi- ja kehittäminen. KYLLÄ
Ohjus, lisäohjeistus ja tiedottaminen (safety promotion)	E. Kikä työntekijä, kikä ohjeistama ja sikä optima asioita esimerkkinä ja oppia muille. KYLLÄ	Prosessin ohjeistaminen on avainhenkilöiden toimintamallien ja ohjeiden noudattamiseen. KYLLÄ	Prosessin ohjeistaminen on avainhenkilöiden toimintamallien ja ohjeiden noudattamiseen. KYLLÄ	Ohjeistaminen on avainhenkilöiden toimintamallien ja ohjeiden noudattamiseen. KYLLÄ	Ohjeistaminen on avainhenkilöiden toimintamallien ja ohjeiden noudattamiseen. KYLLÄ

Implementing a Safety Culture
 We should be cautious of attempts to 'implement' or 'create' a culture as one would a new program. Cultures are not transformed overnight, but you can change the working environment and the way people work together. You can assess attitudes and behaviors, but people will not change unless the new ways are accepted as an improvement. Management needs to create the working environment, provide the tools and clear policy, and demonstrate behaviours that foster desirable safety behaviours.

Safety Culture and National Culture
 National culture differentiates the characteristics of particular nations. This includes the role of the individual within society, the manner in which authority is distributed, and national priorities with respect to resources, accountability, morality, objectives, and different legal systems. A mature approach to safety needs to understand the national culture and be consistent with it. Communication and leadership styles as well as the interaction between supervisors and subordinates may need to reflect a multicultural workforce.

Organizational Subcultures
 An organization can also contain several subcultures throughout different departments or locations. Every area should be assessed with appropriate strategies applied to each subculture.

Safety Culture Maturity
 An organization's safety culture can move up and down through the five maturity levels as shown in the evolutionary model of safety culture. These levels reflect the way safety information is used and valued.



Assessing Safety Culture
 Assessing the safety culture of an organization is a subjective task, based on a range of indicators. Assessing it will give you a valuable insight into how people 'feel' about the organization and how importantly safety is perceived. This will also influence their attitudes and behaviours. Organizations cannot directly control how people think and feel and have only limited influence on their behavior. However, they can provide systems and management actions that will foster desirable safety behaviors. Further reference material can be found at: http://www.skybrary.aero/index.php/Category:Safety_Culture

SAFETY CULTURE

FOR EFFECTIVE SAFETY MANAGEMENT

May 2017

<http://bit.ly/SMIG>

SM ICG:n turvallisuuskulttuurin arviointityökalu ja ohjeistus

- ▶ <https://skybrary.aero/articles/industry-safety-culture-evaluation-tool-and-guidance>
- ▶ Arvioi kysymyksillä kulttuuristen elementtien (Commitment, Justness, Information, Awareness, Adaptability, Behaviour) tasoa
- ▶ Tuottaa käsitystä työntekijöiden ja johdon osalta kulttuuristen elementtien tasosta ja tasojen erosta
- ▶ Ei tuota mitattavaa numeerista tietoa, mutta paljastaa erot eri henkilöstöryhmien välillä ja arvioinnin toistamisen avulla voidaan saada tietoa turvallisuuskulttuurin kehityksestä.

SM ICG turvallisuuskulttuurin arviointimenetelmä

MANAGEMENT LEVEL QUESTIONS

InM03 (InW03): Describe the willingness of the workforce to report safety issues. Please give examples. Main interest: What does the workforce report: are they only reporting things they have to or are they reporting potential safety issues?			
The workforce is reluctant to report safety issues. The workforce does not always report safety issues. The workforce only report before an audit or when it is unavoidable (it can't be hidden).	Safety issues are only reported after events. The workforce only report after something bad (an event) happens. The workforce is willing to report events but not potential hazards or unsafe conditions.	Potential safety issues and near misses are reported. All safety issues are reported regularly as a result of a strong safety culture. Management actively encourages the workforce to report safety issue	Comments:
Low		High	
InM04 (InW04): Does the workforce prefer to stay anonymous when reporting safety issues? If so why? Please give examples. Main interest: What trust does the workforce have in the fairness of the reporting system?			
When safety issues are reported the workforce prefers to stay anonymous.	Serious safety issues are reported openly. For errors and mistakes the workforce sometimes prefers to report anonymously.	The workforce openly reports safety issues including errors and mistakes.	Comments:

InW03 (InM03): Describe the willingness of the workforce to report safety issues. Please give examples. Main interest: What does the workforce report? Are they only reporting things they have to or are they reporting potential safety issues?			
The workforce is reluctant to report safety issues. The workforce does not always report safety issues because the worker fears punishment. The workforce only reports an event if it is unavoidable (it can't be hidden).	Safety issues are only reported after events. The workforce only reports after something bad (an event) happens. The workforce is willing to report events but not potential hazards or unsafe conditions.	Potential safety issues and near misses are reported. All safety issues are reported regularly. Management actively encourages staff to report safety issue. The workforce is willing to report issues they have personally been involved with.	Comments:
Low		High	
InW04 (InM04): Does the workforce prefer to stay anonymous when reporting safety issues? If so, why? Please give examples. Main interest: What trust does the workforce have in the fairness of the reporting system?			
When safety issues are reported, the workforce prefers to stay anonymous because of fear of career damage or punishment.	Serious safety issues are reported openly. For errors and mistakes, the workforce sometimes prefers to report anonymously as it might damage their career.	The workforce openly reports safety issues including errors and mistakes.	Comments:

SAMPLE SUMMARY SHEET

Organisation Assessed	Question	Management			Workforce		
		Reactive	Calculative	Proactive	Reactive	Calculative	Proactive
Commitment	CoM01/CoW01: Personal commitment to safety		X		X		
	CoM02/CoW02: Safety triggers			X	X		
	CoM03/CoW03: Management assurance of safety	X			X		
	CoM04/CoW04: Workforce attitude towards safety		X				X
	CoM05: Financing of safety			X			
	CoW05: Dealing with unsafe operations or activities						X
Overall assessment of commitment							
Justness	JuM01/JuW01: Recognition of safe behavior						
	JuM02/JuW02: Dealing with unsafe behavior						
	JuM03/JuW03: Safety investigations						
	JuM04/JuW04: Organizational contributing factors						
	Overall assessment of justness						
Information	InM01/InW01: Communicating safety issues						
	InM02/InW02: Communication effectiveness						
	InM03/InW03: Workforce reporting of safety issues						
	InM04/InW04: Anonymous reporting of safety issues						
	InM05: Company benefits from safety reports						
	InW05: Safety improvements for other functional areas						
	Overall assessment of information						
AwM01/AwW01: Safety improvement							

Tässä esiteltyt materiaalit ja paljon muuta turvallisuuskulttuuriin liittyvää löydät täältä

- ▶ <https://www.traficom.fi/fi/liikenne/ilmailu/turvallisuuskulttuuri-ja-muut-kulttuuriset-elementit-ilmailun-arjessa>
- ▶ Rautatieliikenteen turvallisuuskulttuuriin liittyvää materiaalia:
- ▶ <https://www.era.europa.eu/safety-culture-model/#fi>

The logo for TRAFICOM, with 'TRAFFI' in green and 'COM' in blue.

Liikenne- ja viestintävirasto

Kiitos

Kysymyksiä voi lähettää
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