

# Integration of Safety Management into Corporate Cultures

John K. Lauber

V.P. - Safety and Technical  
Affairs

Airbus Industrie of North America

14th Annual HF in Aviation Maintenance Conference

March 29, 2000

# Safety Culture and Management

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- Evolution of a Concept--CRM and Corporate Culture

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  - ◆ *Cockpit* Resource Management
    - ◆ Emphasis on cockpit teams

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### ◆ *Cockpit* Resource Management

- ◆ Emphasis on cockpit teams

### ◆ *Crew* Resource Management

- ◆ Emphasis on expanded teams

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## ■ Evolution of a Concept--CRM and Corporate Culture

### ◆ *Cockpit* Resource Management

- ◆ Emphasis on cockpit teams

### ◆ *Crew* Resource Management

- ◆ Emphasis on expanded teams

### ◆ *Corporate* Resource Management

- ◆ Emphasis on entire organization

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- ◆ HERALD OF FREE ENTERPRISE

- “From top to bottom, the body corporate was infected with the disease of sloppiness.”

- ◆ Air Ontario Dryden Accident

- A landmark study of an *organizational accident*

# Safety Culture and Management

# Safety Culture and Management

- Safety Culture: What is it?

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# Safety Culture and Management

## ■ Safety Culture: What is it?

- ◆ You'll know it when you see it!
- ◆ A shared set of views, beliefs, values, and, most importantly, behaviors that govern risk management within a corporation
  - ◆ Protection of
    - Customers
    - Employees
    - Capital Plant

# Safety Culture and Management

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- *An Operational Definition from the Nuclear Power Industry*

# Safety Culture and Management

## ■ *An Operational Definition from the Nuclear Power Industry*

- ◆ Actions to Enhance Safety Culture: Integration of Safety Management Principles
  - ◆ Corporate Policy and the role of Senior Management
    - Has a corporate nuclear safety policy been issued?
  - ◆ Does the selection and promotion of staff take attitude toward safety into account?

# Safety Culture and Management

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- *Operational Definition, continued...*

# Safety Culture and Management

## ■ *Operational Definition, continued...*

### ◆ Measuring Safety Culture

- ◆ *Are managers aware of trends of safety performance indicators?*

# Safety Culture and Management

## ■ *Operational Definition, continued...*

### ◆ Measuring Safety Culture

◆ *Are managers aware of trends of safety performance indicators?*

### ◆ Attitudes & Behavior of Managers

◆ *Do managers establish expectations of performance that clearly recognize safety as the overriding priority?*

# Safety Culture and Management

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- *Operational Definition, continued...*

# Safety Culture and Management

## ■ *Operational Definition, continued...*

### ◆ Attitudes & Behavior of Individuals

◆ *Do individuals at all levels of the organization exhibit the following behaviors:*

- *respect for the reactor core*
- *a questioning attitude*
- *accountability for shortfalls in performance and a willingness to hold others to high standards of performance*
- *identification of problems through rigorous self-evaluation*

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- How do you grow it?

# Safety Culture and Management

## ■ How do you grow it?

### ◆ Management

- ◆ Board of Directors
- ◆ Chief Executive
- ◆ Other Senior Management

# Safety Culture and Management

## ■ How do you grow it?

### ◆ Management

- ◆ Board of Directors
- ◆ Chief Executive
- ◆ Other Senior Management

### ◆ Workforce

- ◆ Supervisory staff
- ◆ Individuals

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## ■ Roadblocks and Obstacles

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  - ◆ Culture of blame

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## ■ Roadblocks and Obstacles

- ◆ Culture of blame
- ◆ Litigation

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## ■ Roadblocks and Obstacles

- ◆ Culture of blame
- ◆ Litigation
- ◆ Psychology of change

