Agenda

1. Safety Culture
2. Just Culture
Priority

The fact or condition of being regarded or treated as more important.
Value

A person’s principles or standards of behavior; one’s judgment of what is important in life.

“I will make every FedEx experience outstanding”
“The World On Time”

Our *mission*, not our *excuse*.
Safety, as a value

*Priorities* change with circumstance, *values* remain constant within.

Safety...our core *value*. 
Our Beliefs About Risk Management

- To Err is Human
- To Drift is Human
- Risk is Everywhere
- We Must Manage in Support of Our Values
- We Are All Accountable
Safety Events

OAK (09/12) N-I
Tug

MEM (12/12) NTSB MD Deice

EWR (12/12)
727 Stops MD Hits

IAD (03/13) FAA
Bus vs Loader in Silhouette

IND (05/14) MD vs Stairs & Loader in Silhouette

PITOT Covers MD & 757
How Do We Improve

- Create a Learning Culture
- Create an Open and Fair Culture
- Design Safe Systems
- Manage Behavioral Choices
  - Drift
  - Routine Violations
  - Expectation Bias
- Justice
- Accountability
Safety Culture

- Safety is a FedEx core value, but so is “On-Time”
- 50% of safety events happen when the On-time Value exceeds the Safety Value
- A safety event negates any previous on-time achievements
- A Just Culture recognizes the competition between your On-Time and Safety values and strikes a balance in managing employee reliability and behavior
- Safety is a byproduct of doing things right the first time

The World On Time

Safely

FedEx

Express
Just Culture

Mark Molin – Manager Air Operations Safety
Our Beliefs About Risk Management

- To Err is Human
- To Drift is Human
- Risk is Everywhere
- We Must Manage in Support of Our Values
- We Are All Accountable
The Socio-Technical System
It’s About Doing This Well…

System Design

Behavioral Choices

Good or Bad Outcomes

Values and Expectations

Learning Systems

Justice and Accountability
The Severity/Outcome Bias

Surgeon Use of Unapproved Equipment – No Harmful Outcome

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<thead>
<tr>
<th></th>
<th>Take No Action</th>
<th>Warn Not to Make Mistake</th>
<th>Encourage Different Behavior</th>
<th>Discipline or Punish</th>
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<td><strong>Physician</strong></td>
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The Severity/Outcome Bias

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The Three Duties

- The Duty to Avoid Causing Unjustifiable Risk or Harm
- The Duty to Produce an Outcome
- The Duty to follow a Procedural Rule
1. **Human Error** – an inadvertent action; inadvertently doing other than what should have been done; slip, lapse, mistake

2. **At-Risk Behavior** – a behavioral choice that increases risk where risk is not recognized, or is mistakenly believed to be justified

3. **Reckless Behavior** – a behavioral choice to consciously disregard a substantial and unjustifiable risk
The Three Behaviors

**Human Error**

Inadvertent action: slip, lapse, mistake

Manage through changes in:
- Processes
- Procedures
- Training
- Design
- Environment
- Behavioral Choices

**At-Risk Behavior**

A choice: risk not recognized or believed justified

Manage through:
- Removing incentives for at-risk behaviors
- Creating incentives for healthy behaviors
- Increasing situational awareness

**Reckless Behavior**

Conscious disregard of a substantial and unjustifiable risk

Manage through:
- Remedial action
- Disciplinary action
- Punitive action