Safety and Compliance

Mark Molin – Manager Air Operations Safety
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
Safety
FedEx Express

Just Culture

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

- To Err is Human
- To Drift is Human
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- 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

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<th>Executive</th>
<th>Physician</th>
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Surgeon Use of Unapproved Equipment – No Harmful Outcome
The Severity/Outcome Bias

Surgeon Use of Unapproved Equipment – Harmful Outcome

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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

OR

FedEx Express
The Behaviors We Can Expect

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

Console
Coach
Punish
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