

FAIR TO PEOPLE. HARD ON RISK.

Just culture. What happens when you report a mistake, and why it is safe to do so.

THREE BEHAVIOURS, THREE RESPONSES

Just culture is not no-blame. It separates what went wrong from who to blame, and matches the response to the behaviour, not the outcome.

HUMAN ERROR An unintended slip, lapse or mistake. The person did not choose the outcome. Wrong lever pulled. Step missed under time pressure. Misread a label. RESPONSE Console	AT-RISK BEHAVIOUR A choice that raised risk, where the risk was not seen or was believed to be justified. Shortcut that has become normal. Guard left off because the job is quicker. RESPONSE Coach	RECKLESS A conscious disregard of a substantial and unjustifiable risk. Bypassed an isolation knowingly. Worked impaired. RESPONSE Hold accountable
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The substitution test: would three other competent people, in the same situation with the same pressures, have done the same? If yes, look at the system, not the person.

- 1

START WITH THE SYSTEM

Every event is first examined for what set the person up: design, pressure, training, procedure.
- 2

SLIP OR LAPSE: CONSOLE

An honest error is met with support. Then we ask why the system let one error become an incident, and fix that.
- 3

RISK TAKEN: COACH

If a shortcut or drift was involved, we ask why it seemed reasonable, remove the incentive and coach the behaviour.
- 4

RISK DISREGARDED: ACCOUNTABLE

Conscious disregard of a known, substantial risk goes through the disciplinary procedure, consistently and transparently.
- 5

SAME RULES FOR EVERYONE

The same steps, whoever is involved and whatever the outcome. The same behaviour gets the same judgement.
- 6

CLOSE THE LOOP

The person who reported hears what was found and what changed. That is what keeps the reports coming.

Errors are consoled.
Risks are coached.
Recklessness is accountable.