REASON’S Just Culture Decision Tree

The process of determining if disciplinary action is needed and getting to the root cause of the problem which may occur.

*Source: Reason (1997) A decision tree for determining the culpability of unsafe acts. p209)*

**Were the actions intended?**

**Were the consequences intended?**

**Unauthorized substance?**

**Medical condition?**

**Knowingly violated safe operating procedures?**

**Pass**

**Substitution**

**test?**

**Were procedures available,**

**workable, intelligible**

**and correct?**

**Deficiencies in training & selection or inexperience?**

**History of unsafe acts?**

**Sabotage, malevolent damage, suicide, etc.**

**Substance abuse w/o mitigation**

**Substance abuse with mitigation**

**Possible negligent error**

**System-induced error**

**Blameless error but corrective training or counseling indicated**

**Blameless error**

**Possible reckless violation**

**System-induced violation**

Diminishing Culpability

**NO**

**NO**

**NO**

**NO**

**NO**

**NO**

**NO**

**NO**

**YES**

**YES**

**YES**

**YES**

**YES**

**YES**

**YES**

**YES**

**YES**

hUDSON’S rEFINED jUST cULTURE mODEL

*Source: Hudson’s refined Just Culture Model (From the Shell “Hearts and Minds” Project, 2004)*

Coach managers & supervisors to recognize & deal with such individuals

Did they follow all procedures & best practices?

Mgmt. needs to examine qualify of procedure system

Everyone use MRB to see if rule is necessary or ensure compliance

|  |  |
| --- | --- |
| Description | Oh, dear! Did we do that?!Did they think they were following procedures & best practices?Did they follow all procedures & best practices?Everyone does it this way around hereScrew You! I meant to do it my wayI thought it was better for me personally to cut a cornerWe can’t follow procedure & get the job doneI thought it was better for the company to do it that way |
| *Violation Type* | **Normal** **Compliance** | **Unintentional** **Violation** **Awareness/****Understanding** | **Routine** **Violation** | **Situational** **Violation** | **Optimizing** **Violation** | **Personal** **Optimizing** **Violation** | **Reckless** **Personal Optimization** | **Exceptional Violation** |
| Management | Feel comfortable, but be aware this may be unusualHow did we hire such a person?Set standards examine hiring & retention policiesSet standards. Examine procedures this may be a real improvement Get very active. How were poor procedures signed off?Why didn’t people realize this was a problem?Did we not expect such situations to arise? HSE-MS problem?Take active steps to identify sort of violation (MRB) |
| Supervision | How did we let him stay here? Didn’t we know in advance?Set standards recognize that such people are in workforceWhy is this not being recognized? Use MRB allow variancesDid we train people in how to react in unusual circumstance?Investigate. Must listen to workforceInvestigate & apply MRBPraise the workerInvestigate and apply MRB |
| WorkforceFeel satisfied | Leave companyDecide whether you wish to work hereReport possibility raise before work acquire competenceDid I check with supervisor and colleagues?Must report all such impossible situationsGet involved in finding out if procedure is necessaryReport if they discover they have violated a procedure |
| Discipline | Did they follow all procedures & best practices?Warning letter to workerSummary dismissalNone No blame for workerActive coaching of all levels for condoning routine violationBlame everyone for not playing their partBlame everyone for not playing their part |
| Coaching | Coach managers & supervisors on setting standardsCoach people to tell workers & listen to mgrs. and supervisorsCoach people to tell workers & listen to mgrs. and supervisorsPraise the worker & use as example for others |

IHST jUST cULTURE pROCESS

*Source: Safety Management System Toolkit. September 2007. Joint Helicopter Safety Implementation Team of the International Helicopter Safety Team, Montreal, Canada, (see page 29).* [*http://www.ihst.org/Portals/54/SMS-Toolkit.pdf*](http://www.ihst.org/Portals/54/SMS-Toolkit.pdf)