

ICAO Table

Examples of Actions that will enable or disable your Reporting Culture

Commitment to Safety

Commitment to safety reflects the extent to which appropriate levels within the organization have a positive attitude towards safety and recognizes its importance. Senior management should be genuinely committed to achieving and maintaining a high level of safety and give employees' motivation and the means to do so as well.

Enablers

- ✓ Management leads safety culture and is actively motivating its employees to care for safety, not only by talking but by acting as role models.
- ✓ Management provides resources for a range of safety related tasks (e.g. training).
- ✓ Continuous safety management oversight and governance is established.

Disablers

- ✗ Management is actively demonstrating that profit, cost reduction and efficiency come first.
- ✗ Investments to improve safety are often made when required by regulations or after accidents.
- ✗ Neither oversight nor governance with regards to safety management is established.

Adaptability

Adaptability reflects the extent to which employees and the management are willing to learn from past experiences and are able to take action necessary in order to enhance the level of safety within the organisation.

Enablers

- ✓ Employee input is actively encouraged when addressing safety issues.
- ✓ All incidents and audit findings are investigated and acted upon.
- ✓ Organisational processes and procedures are questioned for their safety impact (high extent of self-criticism).
- ✓ A clear proactive approach to safety is demonstrated and followed.

Disablers

- ✗ Employee input on safety issues is not sought from all levels of the employees.
- ✗ Actions are often taken only after accidents or when required by regulations.
- ✗ Organisational processes and procedures are considered adequate as long as no accident occurs (complacency or lack of self-criticism).
- ✗ Even when an accident occurs the organisation is unwilling to question itself.
- ✗ A reactive approach to safety is demonstrated and followed.

Awareness

Enablers

Awareness reflects the extent to which employees and management are aware of the aviation risks faced by the organisation and its activities.

From a State perspective personnel are aware of both the safety risks induced by their own activities and the organisations they oversee.

Employees and management should be constantly maintaining a high degree of vigilance with respect to safety issues.

- ✓ An effective way of hazard identification has been established.
- ✓ Investigations seek to establish the root cause.
- ✓ The organisation stays abreast of important safety improvements, and adapts itself accordingly as necessary.
- ✓ The organisation systematically evaluates if safety improvements are implemented and working as intended.
- ✓ Where appropriate members of the organisation are well aware of the safety risks induced by their individual actions and company operations / activities.

Disablers

- ✗ No effort is spent on hazard identification.
- ✗ Investigations stop at the first viable cause rather than seek the root cause.
- ✗ The organisation does not stay abreast of important safety improvements.
- ✗ The organisation does not evaluate if safety improvements are implemented properly.
- ✗ Where appropriate members of the organisation are not aware of the safety risks induced by their individual actions and company operations.
- ✗ Safety data is gathered but not analysed and acted upon.

Behaviour with respect to safety

Enablers

Behaviour with respect to safety reflects the extent to which every level of the organisation behaves such as to maintain and improve the level of safety. The importance of safety should be recognised, and processes and procedures needed to maintain it should be put in place.

- ✓ The employees motivate themselves to act safely and by acting as role models.
- ✓ Continuous monitoring of safe behaviour is practised.
- ✓ Intentional unsafe behaviour is not tolerated by management and colleagues.
- ✓ The working conditions support aviation safety at all times.

Disablers

- ✗ Employees are not punished for intentional unsafe behaviour to the benefits of their own or other interests.
- ✗ The working conditions provoke behaviour and work-arounds that are detrimental to aviation safety.
- ✗ No monitoring of aviation safety within the organisation's products or services is practised.
- ✗ Constructive criticism to the benefit of aviation safety is not welcomed.

Information

Information reflects the extent to which information is distributed to all necessary people within the organisation. Employees should be enabled and encouraged to report aviation safety concerns and receive feedback on their reports. Work information related to aviation safety has to be communicated meaningfully to the right people in order to avoid miscommunication that could lead to hazardous aviation system situations and consequences.

The State is open to share aviation safety related information to all service providers.

Enablers

- ✓ An open and just safety-reporting environment exists.
- ✓ Employees are provided with safety-relevant information in a timely manner in order to allow for safe operations or decisions to be made.
- ✓ Management and supervisors regularly check whether safety-relevant information is understood and acted upon.
- ✓ Knowledge transfer and training with regards to aviation safety is actively practiced (e.g. sharing of lessons learned).

Disablers

- ✗ A blaming safety reporting environment is evident.
- ✗ Safety relevant information is withheld.
- ✗ Safety communication is not monitored for its effectiveness.
- ✗ No knowledge transfer or training is provided.

Trust

Employees contribution to safety thrives in a reporting environment that fosters trust - trust that their actions or omissions, commensurate with their training and experience, will not be punished. Such an environment is fundamental to effective and efficient safety reporting. Effective safety reporting systems help to ensure that people are willing to report their errors and experiences, so that States and service providers have access to relevant data and information that is necessary to address existing and potential safety deficiencies and hazards. Creating an environment in which people can be confident that safety data and safety information will be used exclusively for improving safety.

Enablers

- ✓ There is a distinction between acceptable and unacceptable behaviour, which is known to all employees.
- ✓ Occurrences (including accidents and incidents) investigations consider individual as well as organisational factors.
- ✓ Good aviation safety performance is recognised and rewarded on a regular basis.
- ✓ There is willingness among employees and operational personnel to report events in which they have been involved.

Disablers

- ✗ There is no identifiable distinction between acceptable and unacceptable behaviour.
- ✗ Employees are systematically and rigorously punished for human errors.
- ✗ Accident and occurrence investigations focus on individual factors only.
- ✗ Good safety performance and safe behaviour is taken for granted.