



## **CANSO Guidelines on Just Culture Version 1.0**

### **Purpose**

CANSO Members are committed to maintaining and, where possible, improving safety. To achieve this, we recognise staff safety reports as one of the most valuable sources of information for learning safety lessons. Therefore, in order to receive as many reports as possible, organisations must foster a culture in which staff feel secure that the organisation will treat them justly and fairly when they do report. This fairness must extend to circumstances where staff may feel concern that their report could implicate themselves because of their actions. This document therefore provides guidelines to the CANSO membership on fostering a Just Culture in its organisations.

### **CANSO Membership organisations will foster a Just Culture in order to achieve:**

#### **Staff Responsibility**

Just Culture means openly reporting and discussing safety issues and mistakes while accepting that we must be individually held to account for our actions. All our staff are responsible for acting safely in a manner which is commensurate with their training, experience, and the professional standards expected in their job. They adhere to written procedures unless, in the clear interest of safety, it is necessary to deviate from these procedures. Where such deviation is required, staff will be given full and fair opportunity to account for their actions.

#### **Organisational Responsibility**

Individual organisations should have a clearly defined Just Culture Policy. This policy should be supported by a set of procedures, which help to deliver the policy. All staff are recognised for the role they play in delivering a safe service to our customers. We will provide staff with the appropriate environment, tools, training and procedures required to perform the job. We will encourage all staff to demonstrate the appropriate safety attitude and safe behaviour at all times. We will aim to manage our organisations in such a way that staff will not be put in situations where safety is compromised because of organisational factors.

**Safety Reports**

We are clear with all our staff that successful safety management relies on the knowledge and expertise of front line operators. We need to know about all situations which were, or potentially could have been, or may become, unsafe. In line with staff responsibility, it is the professional duty of all staff to bring to light any situation which they believe to be dangerous or potentially harmful. This requires organisations to explicitly understand that staff may occasionally make mistakes or errors of judgment which could lead to unsafe outcomes.

**Protection and support**

When it becomes apparent that someone has made an error, we will neither assume nor seek to find personal fault or guilt. Staff will not be punished simply for making an honest mistake. We will protect our staff as far as possible from negative consequences resulting from mistakes and errors or subsequent investigations and, in principle, we will defend and support our staff if they should be subject to external prosecution or litigation.

**No tolerance for unacceptable behaviour**

We are committed to a "Just Culture" work environment. We do not tolerate gross negligence, deliberately unsafe acts or recklessness from our staff, regardless of the outcome. We set clear expectations with our staff regarding professional attitudes and behaviour. We make explicit where the boundaries are between acceptable and unacceptable behaviour. We agree with our staff what the consequences are if these boundaries are crossed.