

Safety Management

Culture, Risk Management, and SMS

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Federal Aviation
Administration



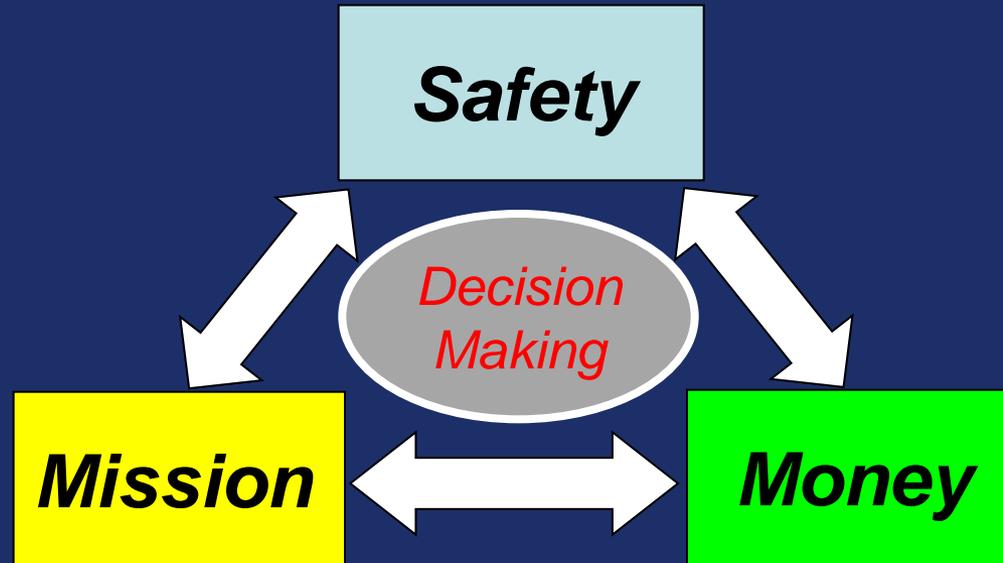
Why do we care about culture?

- Culture is the “corporate personality”
- Culture reflects attitudes
- Culture shapes attitudes
- Culture reflects behaviors
- Culture fosters behaviors
- Culture shapes the working environment
- Culture is shaped by the working environment

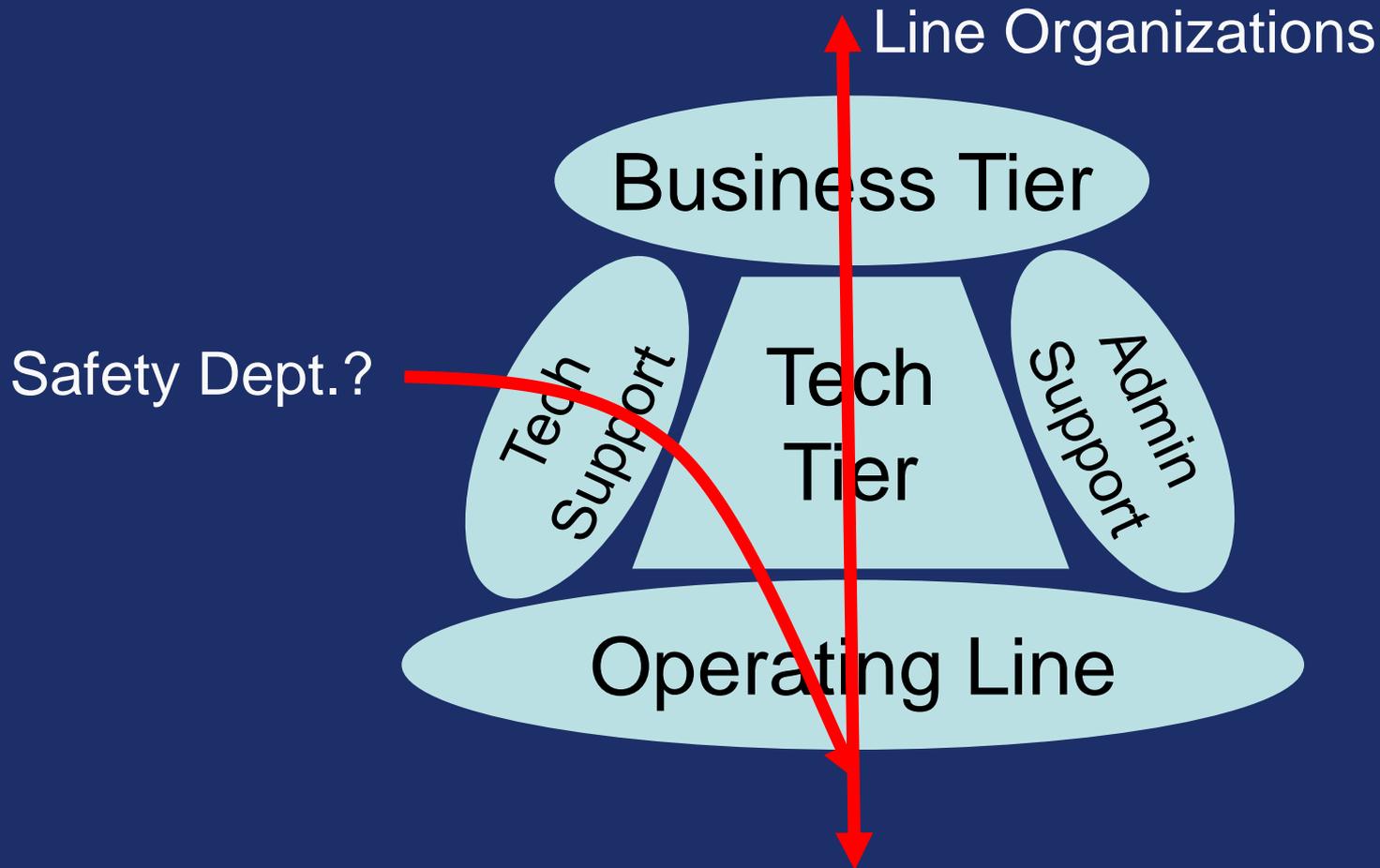
Every Organization
Has
A Safety Culture



Management Priorities



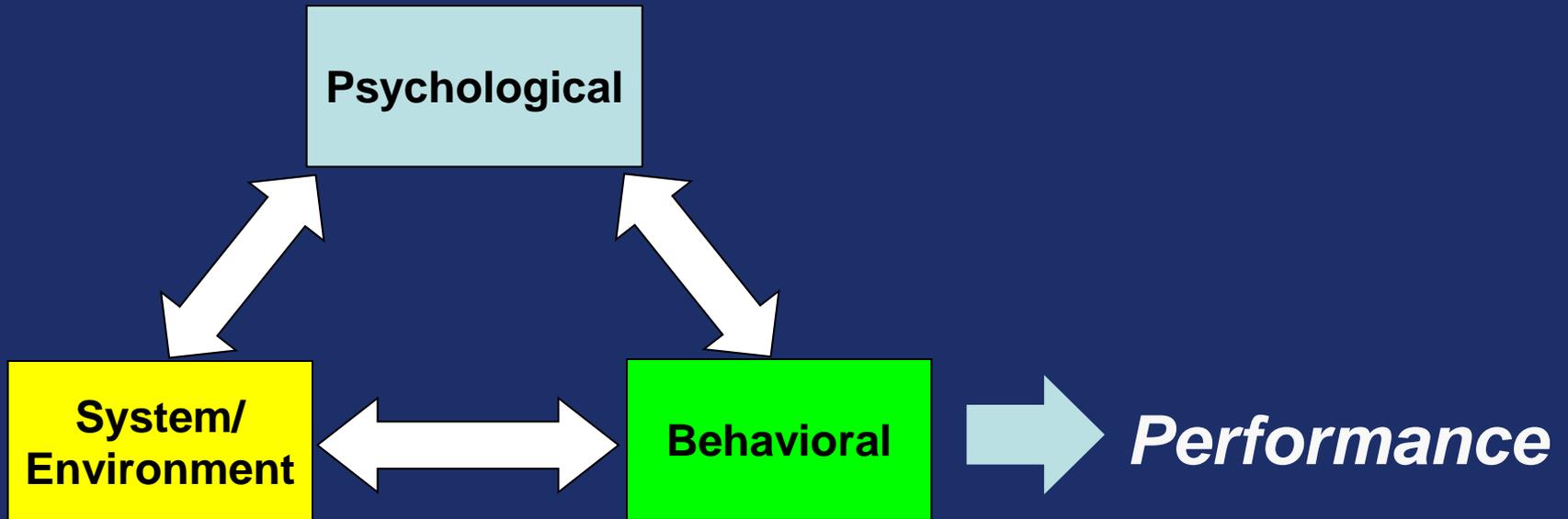
Safety Accountability



Levels of Culture

- Artifacts
 - Surface behaviors
 - Symbols
- Espoused values
 - What we say we do
 - Values that we want
- Deep Assumptions
 - Automatic, unconscious drivers of behavior

Organizational Culture



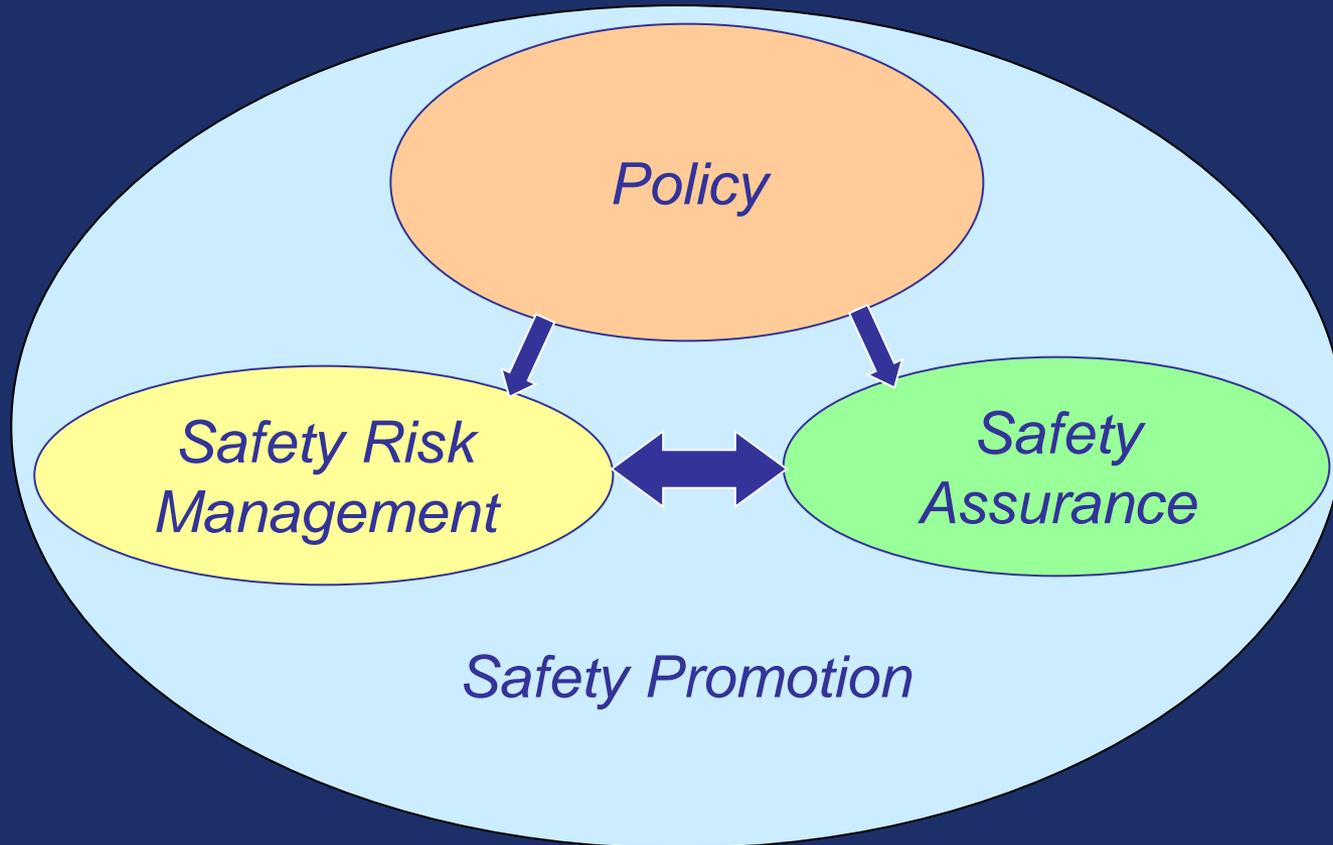
Safety Management Strategies

Reactive (Past)	Proactive (Present)	Predictive (Future)
<i>Event Analysis: Learning from system failures</i>	<i>Performance: Monitoring and Assessment of Continued Operational Safety (Surveillance)</i>	<i>Design: Top-Down SRM (Certification)</i>

Learning

Resilience

SMS Components (“Pillars”)



Observations and Lessons

- **Accountability (the “3 R’s”)**
 - Top to bottom
 - Service provider and regulator
- **Information Culture**
 - Must want the information more than the blame
 - Involve employees – deference to expertise
- **Problem solving orientation**
 - Organizational situation awareness
 - Service provider and regulator
 - Working relationship – observe the 3 R’s

Observations and Lessons: cont

- **Listen to the system (risk management)**
 - Sensitivity to operations
 - “Preoccupation with failure
- **Continual adaptation and growth**
 - Cultures are formed through experiential learning – right or wrong
 - Cultures are deeply embedded – change takes time
 - Concentrate on performance

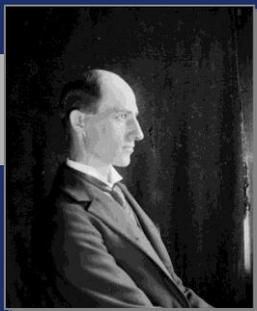
“Carelessness and overconfidence are more dangerous than deliberately accepted risk”
Wilbur Wright, 1901

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Wilbur Wright gliding, 1901
Photographs: Library of Congress

