

# Risiko- & Sicherheitskultur in komplexen Systemen

## Beispiel Flugsicherung











LPLL 17

DHG	MSD	SWAR	QNH	VS	HOC	BAR
17 390-480	0	0	0	0	0	0
18 390-480	0	0	0	0	0	0
19 390-480	0	0	0	0	0	0
20 390-480	0	0	0	0	0	0
21 390-480	0	0	0	0	0	0
22 390-480	0	0	0	0	0	0
23 390-480	0	0	0	0	0	0
24 390-480	0	0	0	0	0	0
25 390-480	0	0	0	0	0	0
26 390-480	0	0	0	0	0	0
27 390-480	0	0	0	0	0	0
28 390-480	0	0	0	0	0	0
29 390-480	0	0	0	0	0	0
30 390-480	0	0	0	0	0	0
31 390-480	0	0	0	0	0	0
32 390-480	0	0	0	0	0	0
33 390-480	0	0	0	0	0	0
34 390-480	0	0	0	0	0	0
35 390-480	0	0	0	0	0	0
36 390-480	0	0	0	0	0	0
37 390-480	0	0	0	0	0	0
38 390-480	0	0	0	0	0	0
39 390-480	0	0	0	0	0	0
40 390-480	0	0	0	0	0	0
41 390-480	0	0	0	0	0	0
42 390-480	0	0	0	0	0	0
43 390-480	0	0	0	0	0	0
44 390-480	0	0	0	0	0	0
45 390-480	0	0	0	0	0	0
46 390-480	0	0	0	0	0	0
47 390-480	0	0	0	0	0	0
48 390-480	0	0	0	0	0	0
49 390-480	0	0	0	0	0	0
50 390-480	0	0	0	0	0	0
51 390-480	0	0	0	0	0	0
52 390-480	0	0	0	0	0	0
53 390-480	0	0	0	0	0	0
54 390-480	0	0	0	0	0	0
55 390-480	0	0	0	0	0	0
56 390-480	0	0	0	0	0	0
57 390-480	0	0	0	0	0	0
58 390-480	0	0	0	0	0	0
59 390-480	0	0	0	0	0	0
60 390-480	0	0	0	0	0	0
61 390-480	0	0	0	0	0	0
62 390-480	0	0	0	0	0	0
63 390-480	0	0	0	0	0	0
64 390-480	0	0	0	0	0	0
65 390-480	0	0	0	0	0	0
66 390-480	0	0	0	0	0	0
67 390-480	0	0	0	0	0	0
68 390-480	0	0	0	0	0	0
69 390-480	0	0	0	0	0	0
70 390-480	0	0	0	0	0	0
71 390-480	0	0	0	0	0	0
72 390-480	0	0	0	0	0	0
73 390-480	0	0	0	0	0	0
74 390-480	0	0	0	0	0	0
75 390-480	0	0	0	0	0	0
76 390-480	0	0	0	0	0	0
77 390-480	0	0	0	0	0	0
78 390-480	0	0	0	0	0	0
79 390-480	0	0	0	0	0	0
80 390-480	0	0	0	0	0	0
81 390-480	0	0	0	0	0	0
82 390-480	0	0	0	0	0	0
83 390-480	0	0	0	0	0	0
84 390-480	0	0	0	0	0	0
85 390-480	0	0	0	0	0	0
86 390-480	0	0	0	0	0	0
87 390-480	0	0	0	0	0	0
88 390-480	0	0	0	0	0	0
89 390-480	0	0	0	0	0	0
90 390-480	0	0	0	0	0	0
91 390-480	0	0	0	0	0	0
92 390-480	0	0	0	0	0	0
93 390-480	0	0	0	0	0	0
94 390-480	0	0	0	0	0	0
95 390-480	0	0	0	0	0	0
96 390-480	0	0	0	0	0	0
97 390-480	0	0	0	0	0	0
98 390-480	0	0	0	0	0	0
99 390-480	0	0	0	0	0	0
100 390-480	0	0	0	0	0	0



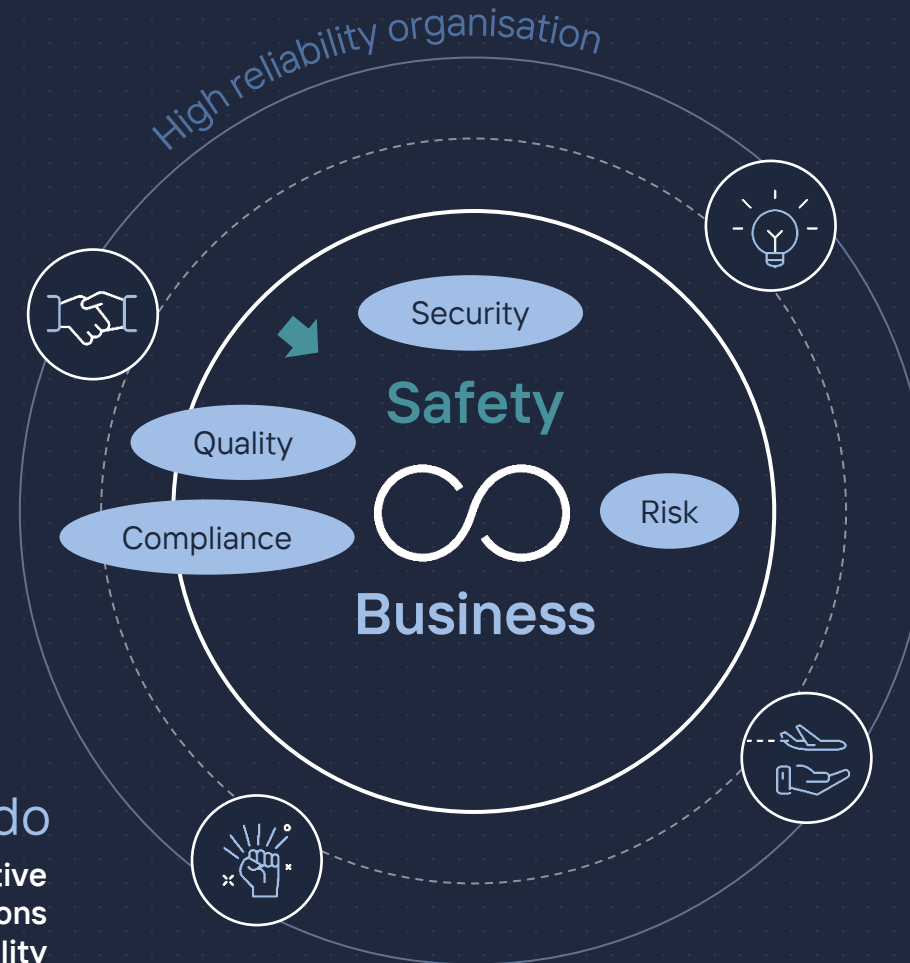
Kein Management System ist je effektiv ohne positive Sicherheitskultur!

### We team up to succeed

- We **trust** each other
- We seek **diversity**
- We **include different perspectives**
- We **span boundaries**
- We **empower**

### We own what we do

- We take **initiative**
- We take **courageous decisions**
- We take **full responsibility**
- We own up to our **outcomes** - good or bad
- We hold ourselves **accountable**

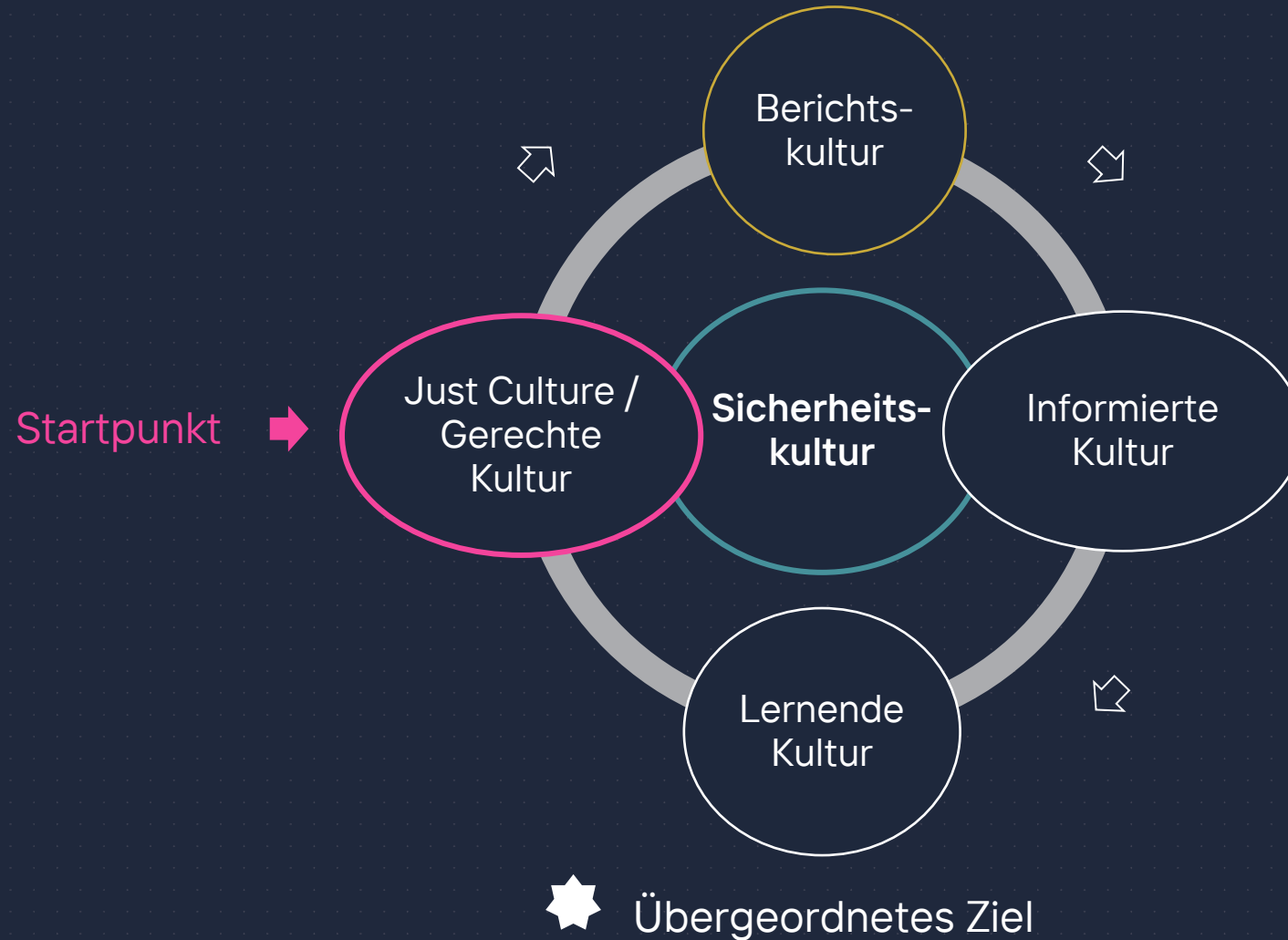


### We drive innovation

- We **move first**
- We **live agility**
- We are **focused & efficient**
- We **learn & improve**
- We **make a difference**

### We create great customer value

- We put **customers centre-stage**
- We **create value together with our partners**
- We **anticipate future needs**
- We **deliver promptly**
- We act **market-focused**





**Just Culture** ist eine Kultur, in der Mitarbeitende an vorderster Front oder andere Personen nicht für Handlungen oder Entscheidungen bestraft werden, die sie entsprechend ihrer Erfahrung und Ausbildung ausgeführt haben, in der jedoch Grobfahrlässigkeit, vorsätzliche Verstöße und zerstörerische Handlungen nicht toleriert werden.





# Just Culture



Unterstützung der systemischen Sicherheit



Schuldfreie Kultur

Bestrafende Kultur



- Wir vertrauen darauf, dass all unsere Mitarbeitenden stets nach bestem Wissen und Gewissen arbeiten
- Wir verstehen und akzeptieren, dass Fehler passieren
- Wenn Fehler passieren, suchen wir weder nach Schuldigen noch wenden wir Bestrafung an

**just culture policy**

Skyguide, with all its employees, is highly committed to fostering and promoting Just Culture within the company. It therefore strives to embody Just Culture, not only formally, but also in everyday work life.

**We adopt the European definition of Just Culture**  
Skyguide fully supports the European definition of Just Culture according to which Just Culture is "a culture, in which front-line operators or other persons are not punished for actions, omissions or decisions taken by them that are commensurate with their experience and training, but in which gross negligence, wilful violations and destructive acts are not tolerated."

**We define Just Culture as a culture which encourages mutual trust and open reporting**  
At skyguide, Just Culture means a culture which fosters mutual trust. Openness and fair treatment of all staff members are our goal. Just Culture therefore implies a culture that encourages open reporting by supporting staff in the reporting of any matter (including, but not limited to, incidents) which could lead to an improvement in safety.

**We focus on intent rather than outcome and foster systemic thinking**  
Skyguide trusts that all employees act in good faith when they do their work. It is fully understood and accepted that employees may make mistakes, which could lead to undesirable outcomes. Should this occur, skyguide does not seek to find personal fault or guilt and does not punish staff for making honest mistakes. It seeks to improve the system as a whole instead.

**We protect reporters, safety data and safety information**  
The protection of reporters as well as safety data and safety information is maximised by a body which is independent from the line organisations. The identity of persons involved in an incident is protected and can solely be accessed according to strict internal rules. Furthermore, skyguide provides best support to staff members when they are subject to external exposure.

**We foster a Learning Culture**  
Safety data and information is used for the purpose of learning and improving safety. Skyguide makes de-identified safety information available for all staff in order to create a culture which permits the continuous improvement of safety.

**We do not tolerate unacceptable behaviour**  
As stated in the European definition, Just Culture does not necessarily mean impunity. Skyguide does not tolerate a ny kind of deliberate violation, gross negligence or wilful damaging behaviour. In cases where a certain behaviour appears to carry the potential to impair safety, skyguide's internal safety processes permit a just and fair treatment of each individual case.

**We live our Just Culture**  
Skyguide promotes Just Culture and provides training to its staff as required. In order to assess how well Just Culture is lived, skyguide analyses Just Culture perceptions within the company. Additionally, skyguide cooperates with external organisations.

Alex Bristol, CEO  
Klaus Affholderbach, CSO

- Just Culture ≠ Straffreiheit
- Wir tolerieren keinerlei Vorsätzlichkeit, Grobfahrlässigkeit oder zerstörerische Akte
- Im Zweifelsfall behandeln wir jeden Fall anhand eines gerechten, fairen Prozesses

Siehe [Just Culture Policy Video](#).



# Diskussion & Austausch

skyguide

