Just Culture

ALGORITHM™

FOR EMPLOYERS

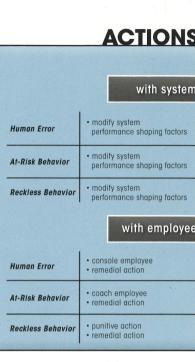
Threshold Investigation

- · What happened?
- What normally happens?
- What does procedure require? (if applicable)
- Why did it happen?
- How was the organization managing the risk?

Did an employee put an organizational interest or value in harm's way?

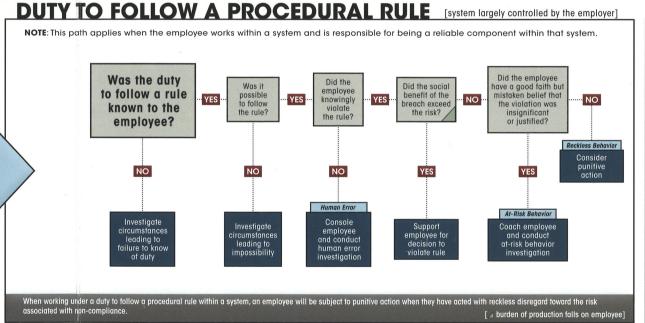
- potential or actual harm to persons
- potential or actual harm to property

DUTY TO AVOID CAUSING UNJUSTIFIABLE RISK OR HARM Was it the Did the employe knowingly cause harm? represent a substantial and NO employee's purpose to cause harm? YES YES Did the employee onsciously disregar this substantial and employee have known he was justified as the lesser of two evils? NO -NO NO -YES YES Did the At all times, an employee will be subject to the duty to avoid causing unjustifiable risk or harm to himself, to fellow employees, Under this duty, an employee who has acted with reckless disregard toward a potential harm will be subject to punitive action.



Did the employee breach a duty to follow a procedural rule in a system designed by the employer?

- rule specifies how to perform the job
- system largely controlled by employer



with system performance shaping factors At-Risk Behavior Reckless Behavior - modify system performance shaping factors - modify system performance shaping factors with employee - remedial action At-Risk Behavior - coach employee - remedial action

Did the employee breach a duty to produce an outcome?*

- rule specifies the outcome to be achieved
- system largely controlled by employee

* If unsure, default to the duty to follow a procedural rule

NOTE: This path applies when the employee is aware that he controls the system and is responsible for the output of the system. Was the duty to produce an outcome known to the employee? NO Investigate circumstances leading to failure to know of duty When working under a duty to produce an outcome, an employee will be held accountable as directed by the code of conduct and individual policies. These policies put the employee on notice of the cuty and prescribe acceptable outcomes attached to each duty (e.g. time and attendance, dress code). System largely controlled by the employee of failure to system. Is the rate of failure to produce the outcome within the expectations of those to whom the duty is owed? NO Investigate circumstances leading to impossibility NO Assist employee in producing better outcomes or consider puntitive action

Duty to Produce an Outcome

- modify system performance shaping factors

with employee of the performance shaping factors

- help employee produce better outcomes punitive action

• punitive action