

UK Light Rail Conference 2023

Implementing a Just Culture to Enable Learning

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KEOLIS amey
DOCKLANDS

Reflections on the past



“The walk of shame”



The past approach to safety events



Just Culture: Retributive vs Restorative

Retributive

What rule was broken?
How bad is the breach?
What should the consequences be?

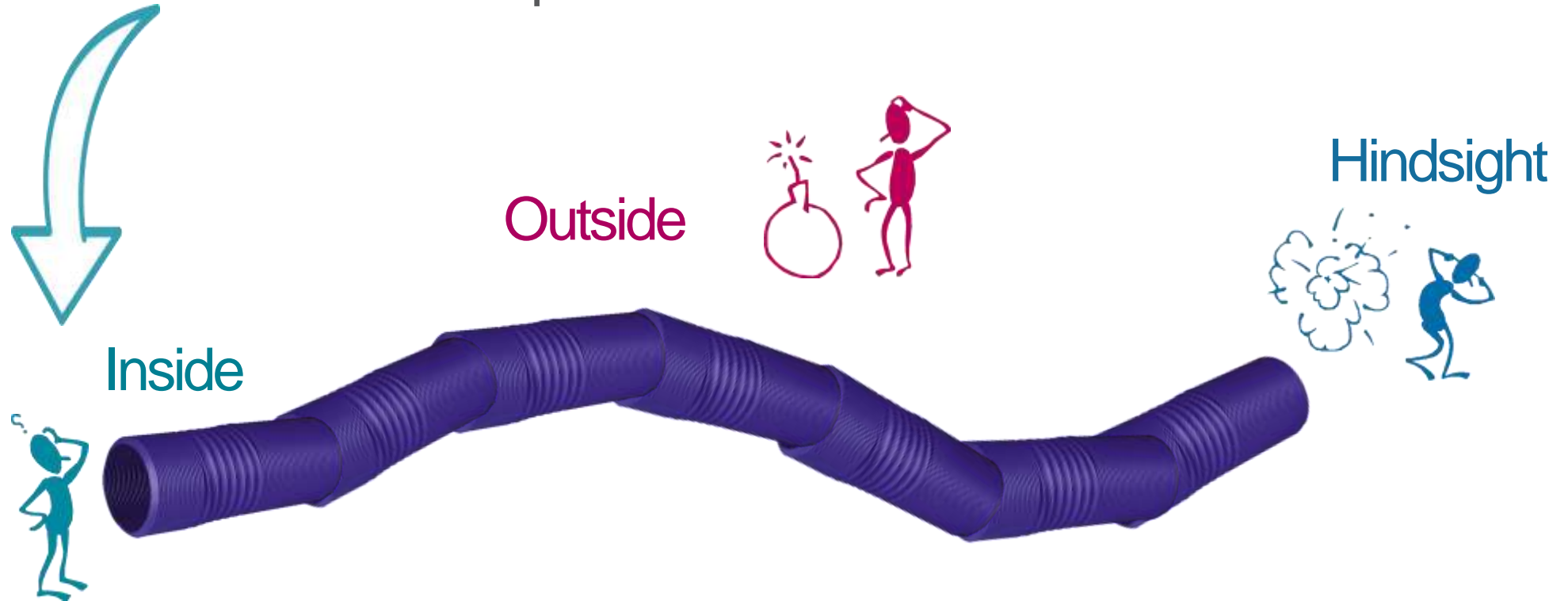
Restorative

Who is impacted?
What are their needs?
Who's responsible for meeting those needs?



Learning Reviews – how we learn

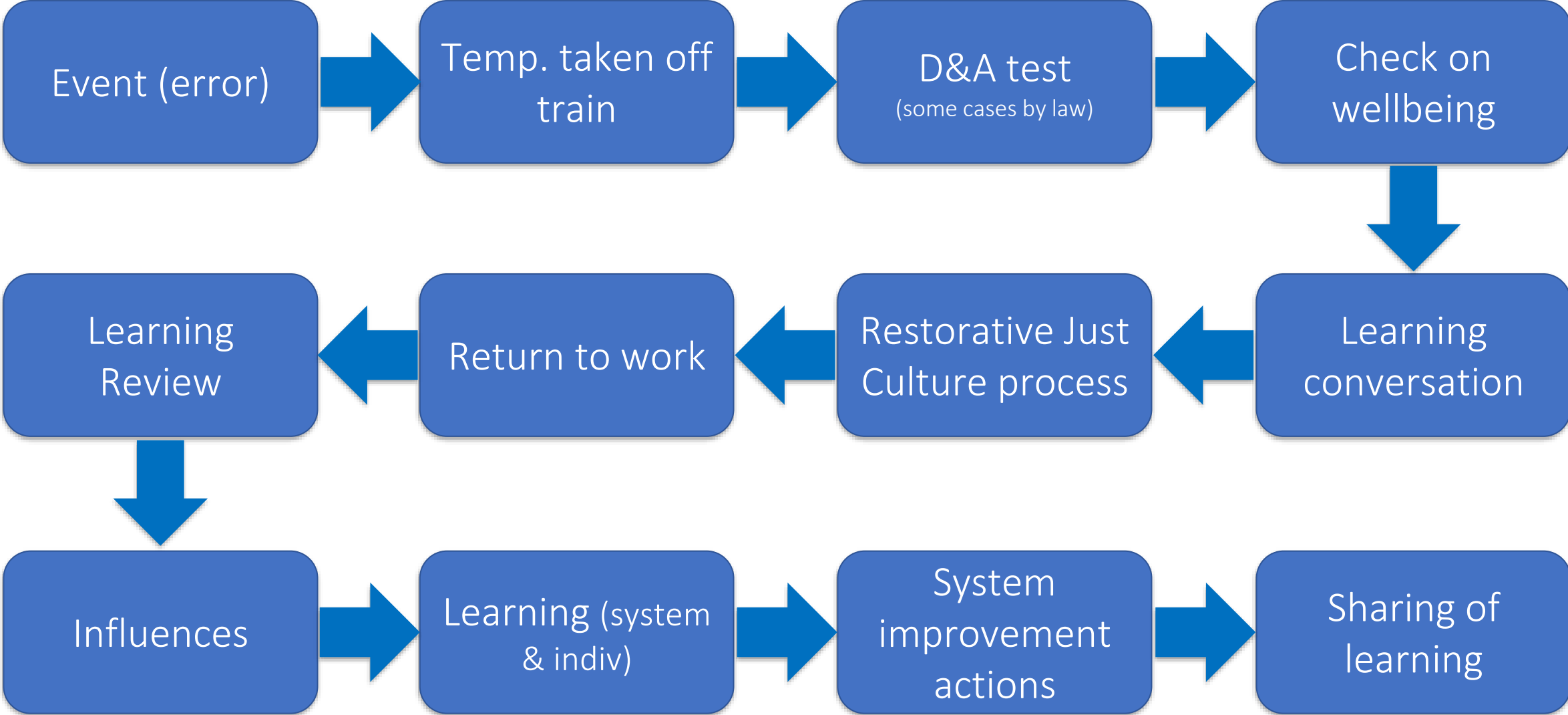
We take this point of view!



Enabling learning by changing language

'Traditional' language	New language
Investigation	Learning Review
Investigate	Inquire, Examine, Explore, Study, Research, Learn
Interview, Q&A	Learning conversation
Incident	Event
(Root) cause	Influence
Causal factor	Condition / Contributing factor
Findings	Learning
Non-compliance	Variation, Adaptation, Improvisation
Analysis	Analysis & Sensemaking

The new approach to safety events



Reflections on the changes



A PSA's experience

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During the conversation I felt it was conducted in a more relaxed and understanding manner than the previous Q&A process. I was able to tell my side of the events without fear of what disciplinary action will be taken against me so I felt I could be more open and frank of what went wrong in this incident.

The
future
of safety
& learning



A just and fair culture



Trust & psychological confidence



Open information sharing



Operational learning



Operational improvement

Thank you for listening

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