



FINAVIA SAFETY CULTURE STUDY

Results from spring 2008

Samuli Haapasalo
CEO

Janne Enarvi
Director,
Safety and Quality

EUROPEAN ATM SAFETY
CULTURE CONFERENCE
December 17 – 18, 2008
Rome, Italy



FINAVIA IN A NUTSHELL

- Finavia operates both airports and ATM in Finland as well as the supporting businesses
- Helsinki-Vantaa Airport, ~14 million passengers a year
- The network of 25 regional airports in Finland
- Crucial to keep Finland present in the European market and in the global economy
- 10 daily, direct destinations in Asia (Japan, China, India)
- 40 daily, direct destinations in Europe with a strong frequency

THE MAIN OBJECTIVE WAS

- To study our personnel's willingness to be responsible for oneself, as well as for others
- To study the usage and usefulness of our ops. procedures and also compare everyday operations to norms
- Reporting and lesson dissemination
- To analyze the established Finavia values
- To study co-operation between different units and partners

THE RESULTS

- Positive surprises
- Surprises that made us think
- Unexpected information
- The new means of describing the results helped us understand some features better

SOME CONCERNS

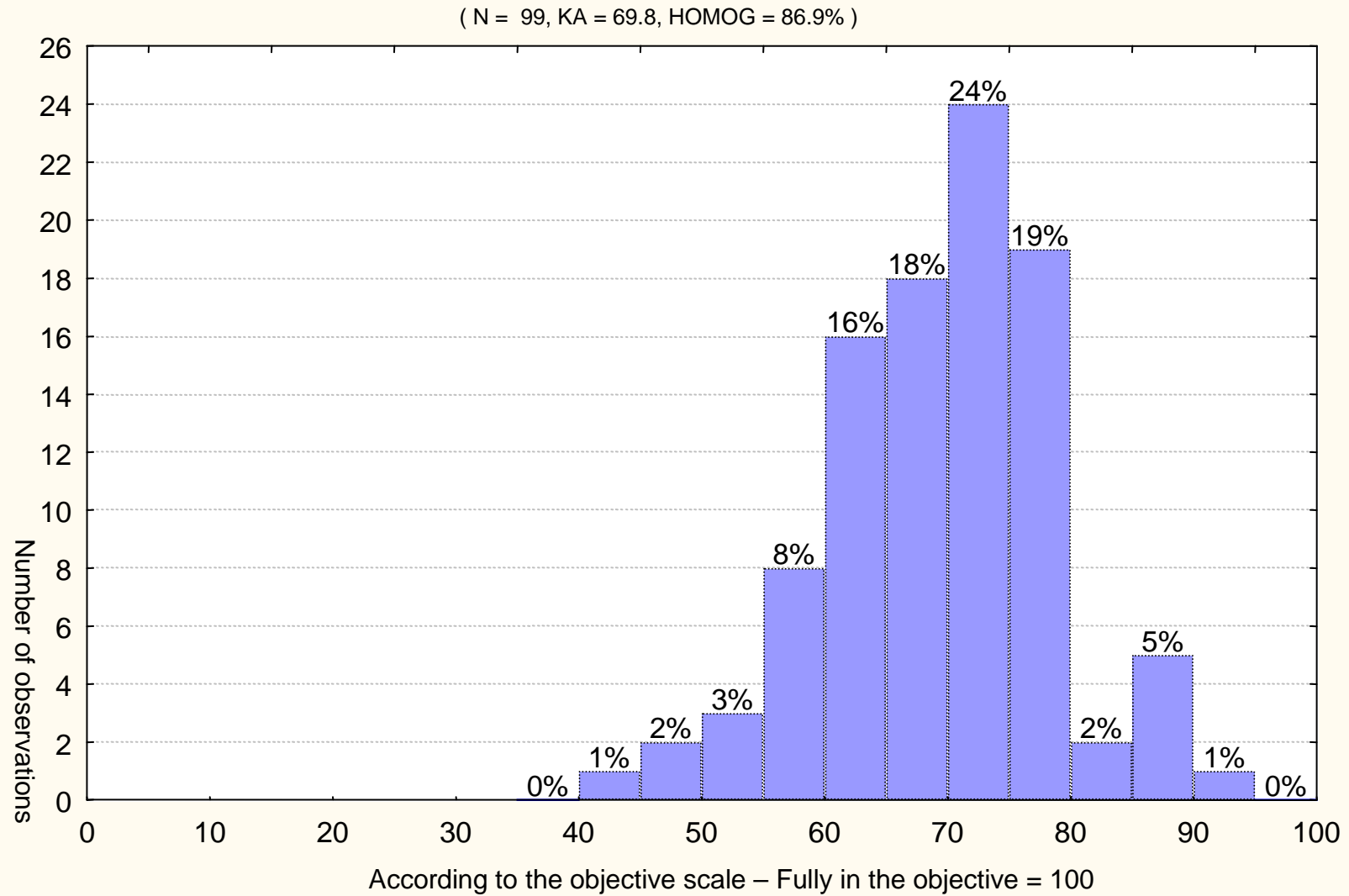
- People are prepared to take risks
(the impression that you might get appreciation from your colleagues)
- Guidelines are being used according to own judgement as official guidelines don't help in all situations
- There is some feeling that other values than safety are sometimes more important
- Even when there is no-one to blame, some searched the blame from others
- People repeat the same mistakes – in some cases the learning curve did not exist

BUT THE STAFF SEE OUR MAIN CONCERNS VERY POSITIVELY AND HOMOGENEOUSLY (%)

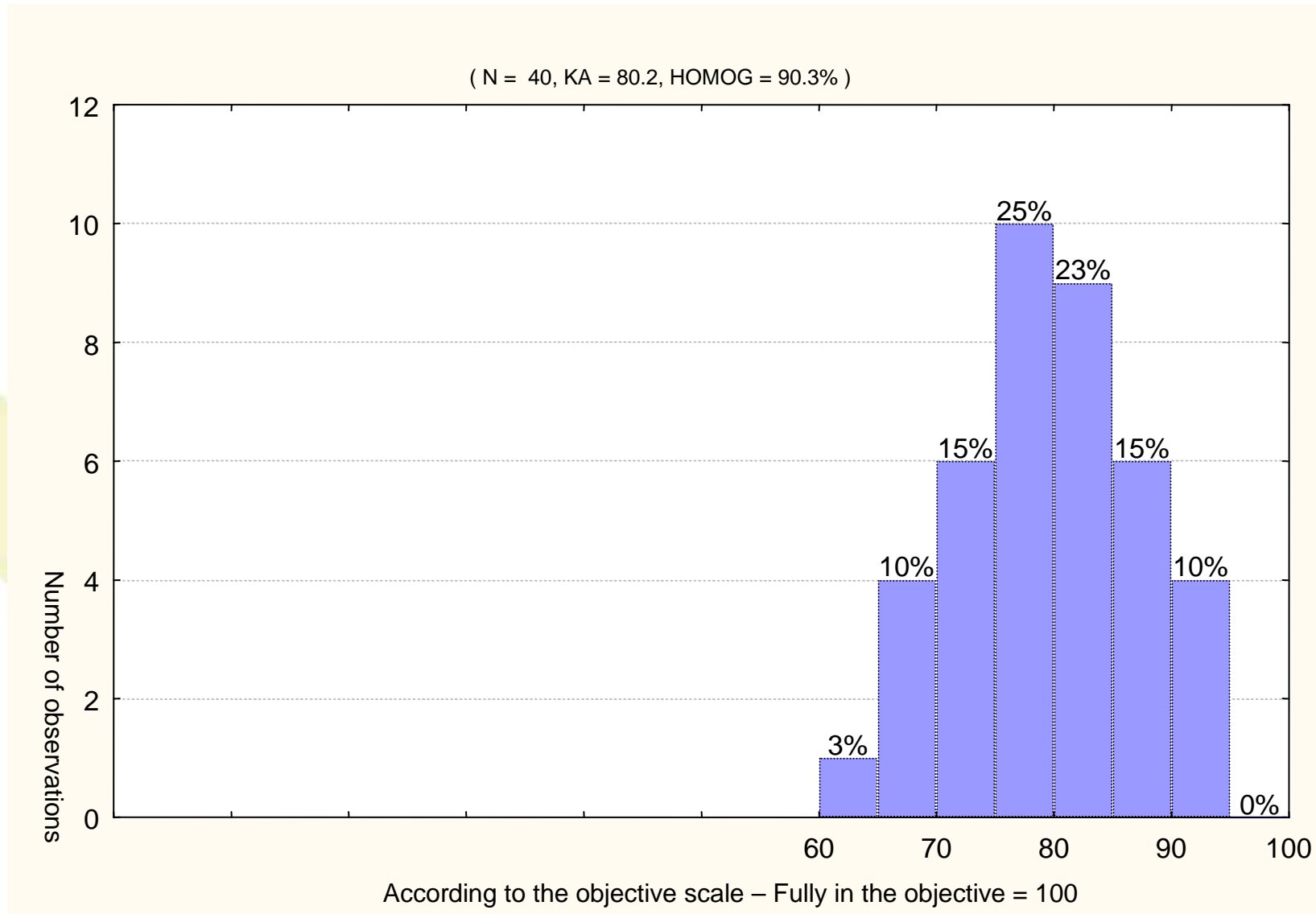
Greater figure for more homogeneous answers to particular subjects

- Carrying own responsibility and resp. from the entity 87 %
- Reporting and spreading useful information 79 %
- The functionality of procedures in everyday work 78 %
- Way of thinking and values in the society 76 %
- Co-operation between different partners 75 %
- Official guidance / everyday work 72 %

(even weakest 72% !)



MANAGERS

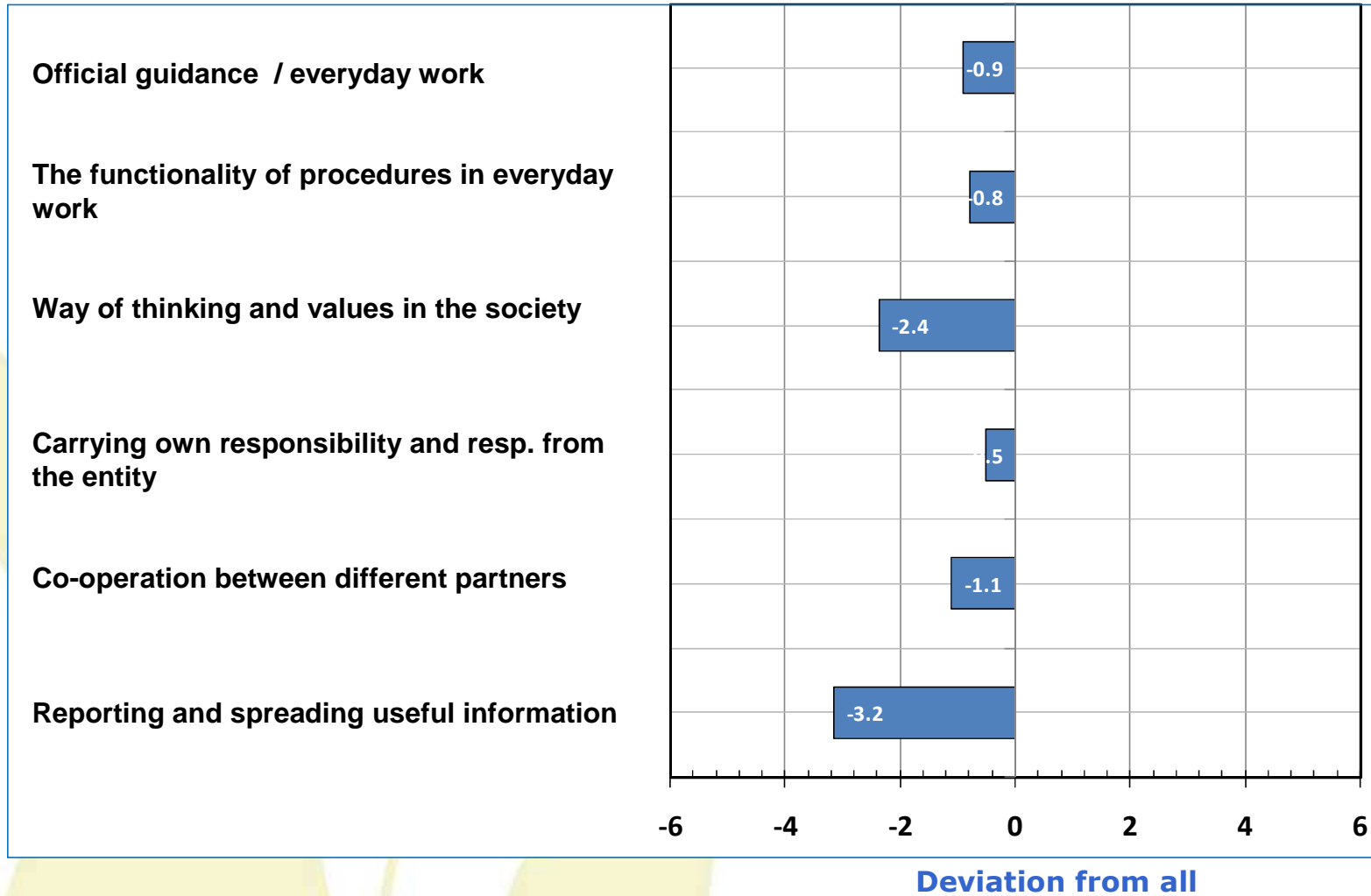


WE ALSO WANTED TO FIND OUT IF THERE WAS ANY AGE CORRELATION

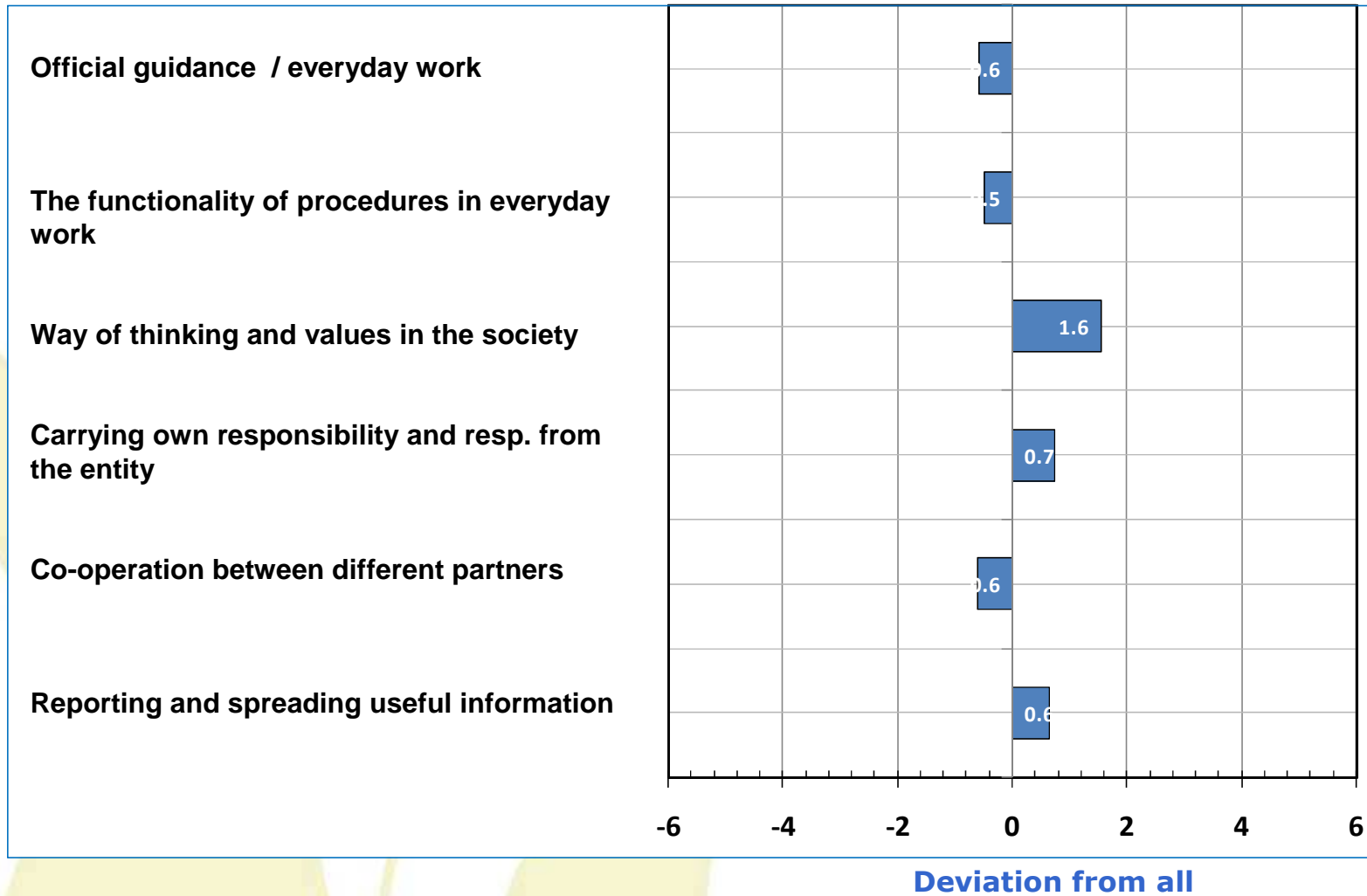
- For our great surprise there was!
- The elder the people, the more conscious they were of safety aspects.

In the following a few examples of cases where there was a definite age correlation

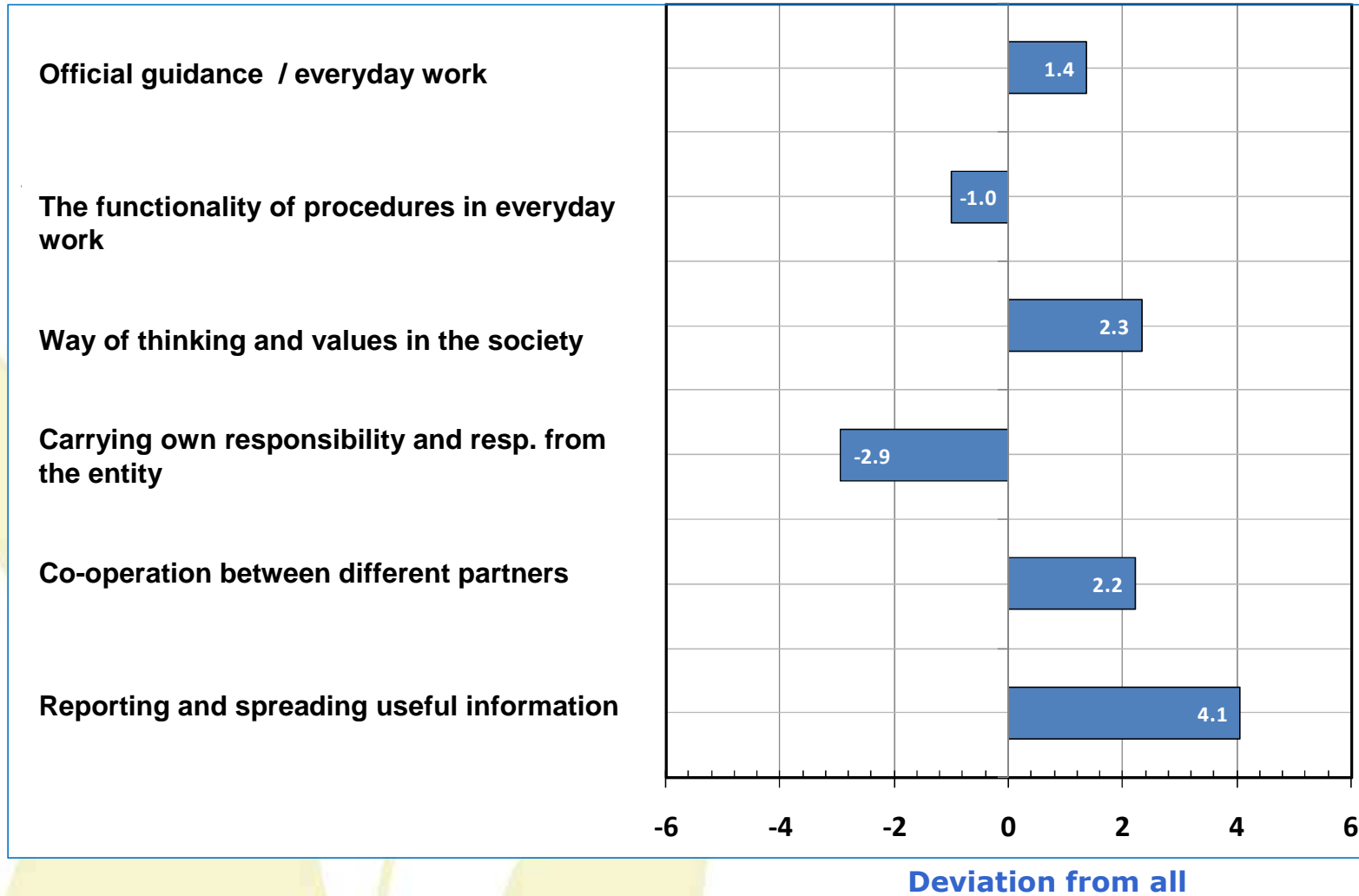
AGE BETWEEN 30-39



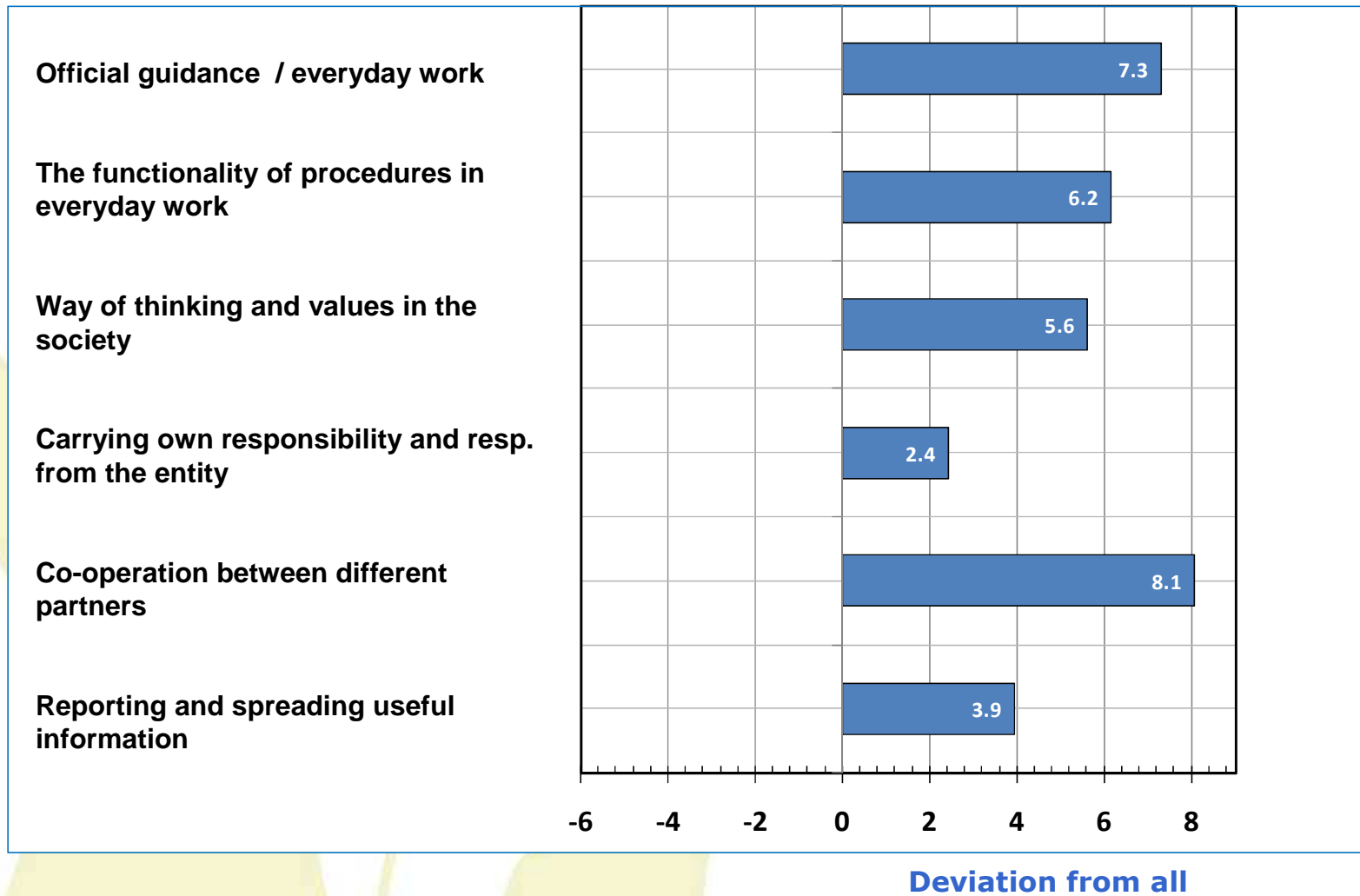
AGE BETWEEN 40-49



AGE BETWEEN 50-59



AGE ABOVE 60

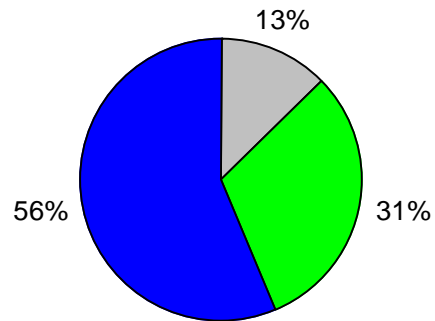


THE CODE OF SILENCE – DOES IT EXIST?

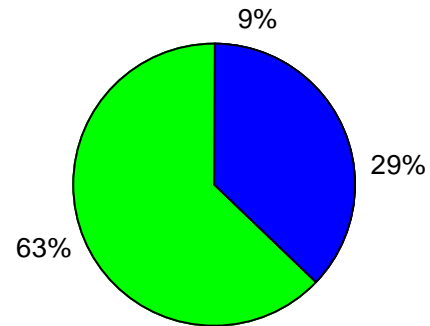
- Only among younger people who may
 - a. not have enough courage to intervene or
 - b. not enough work experience to be self-confident
- We do not know all causal factors behind this, and we need to study it more.



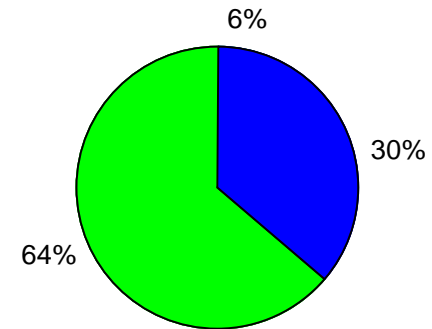
Q: You notice that you have made a mistake but no one else noticed it or its consequences.



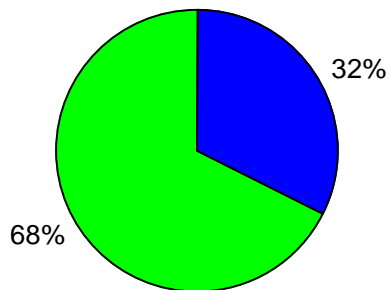
Age: below 30



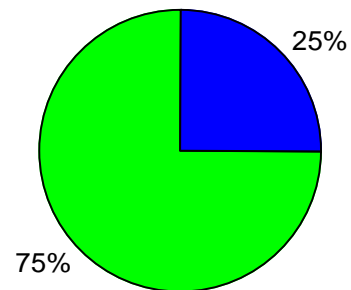
Age: between 30-39



Age: between 40-49



Age: between 50-59



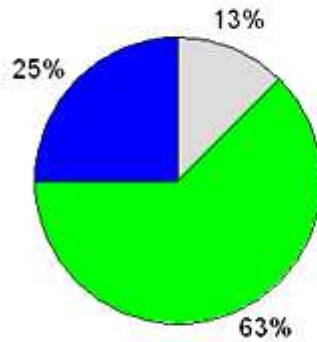
Age: above 60



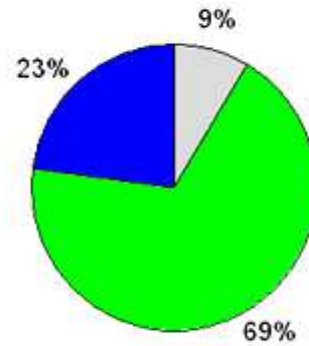
You remain silent and try to forget about it
You mark it yourself and begin to follow up ...
You report it to get this type of mistake known



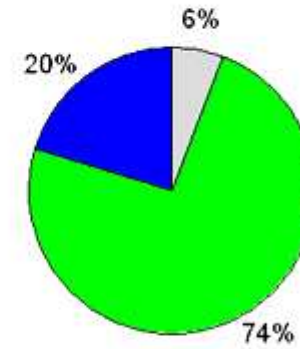
Q: You've often wondered your colleagues working methods, which don't seem to follow the procedures or norms. How do you act?



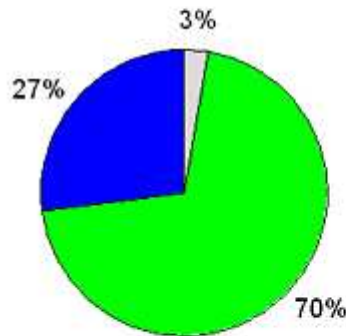
Age: below 30



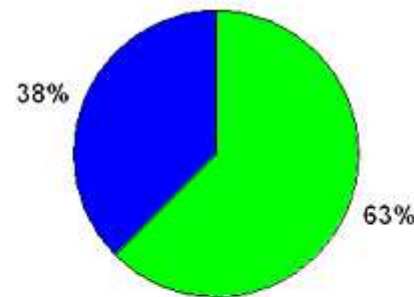
Age: between 30-39



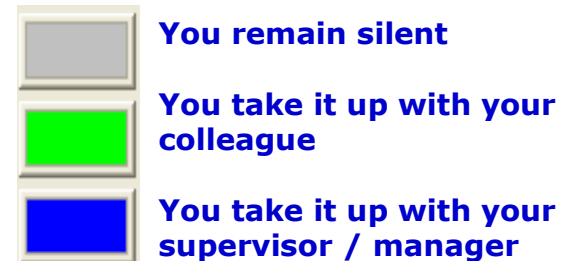
Age: between 40-49



Age: between 50-59



Age: above 60



CONCLUSIONS

- The study was definitely worth making
- We do often consider system failures in advance (in safety assessments), but leave cultural elements out from considerations
- Results give more perspective to evaluate the organizational behaviour and thus build different personnel profiles upon safety behaviour when recruiting staff

THANK YOU

FOR YOUR ATTENTION