

# Just Culture

ALGORITHM™  
v3.2

FOR EMPLOYERS

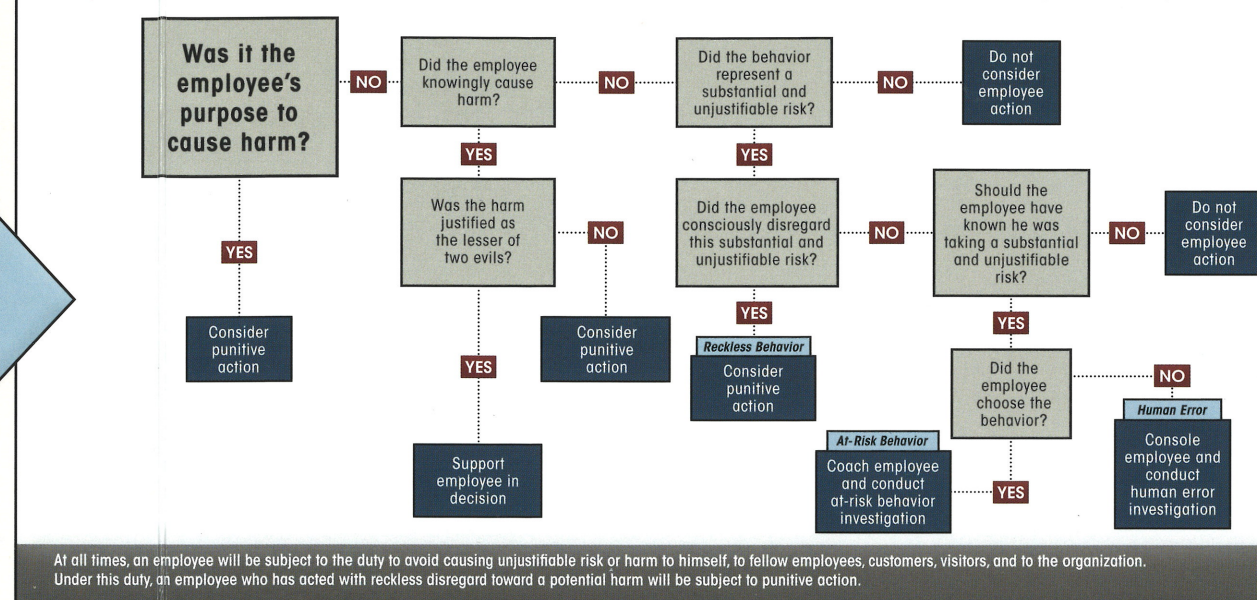
## Threshold Investigation

- 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



### ACTIONS

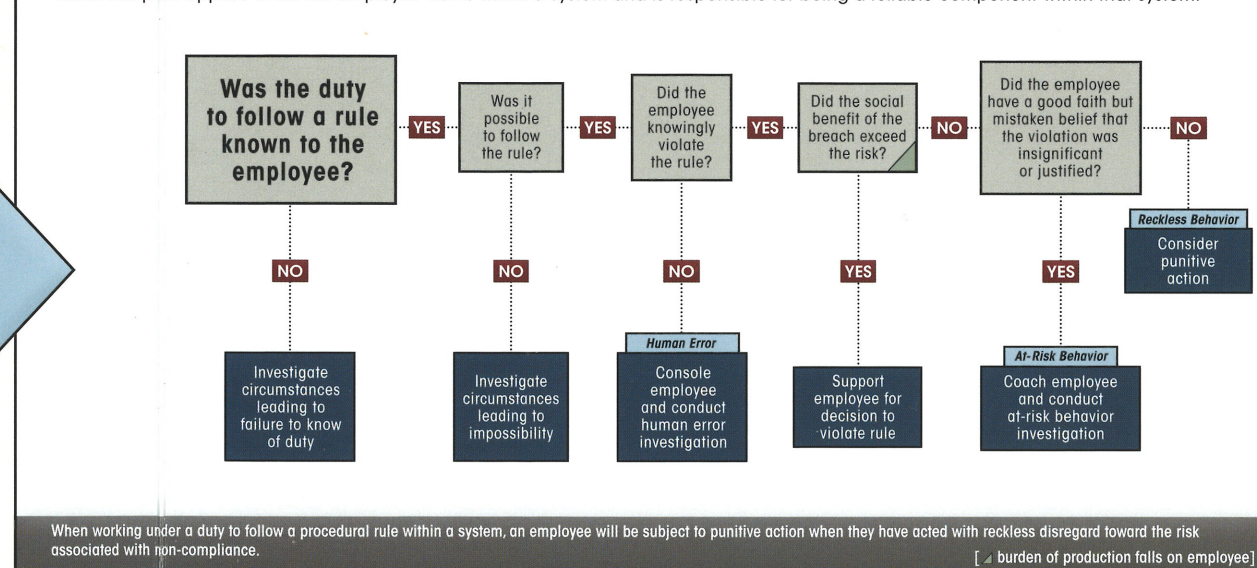
	with system
Human Error	• modify system performance shaping factors
At-Risk Behavior	• modify system performance shaping factors
Reckless Behavior	• modify system performance shaping factors
	with employee
Human Error	• console employee • remedial action
At-Risk Behavior	• coach employee • remedial action
Reckless Behavior	• punitive action • remedial 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

### DUTY TO FOLLOW A PROCEDURAL RULE [system largely controlled by the employer]

NOTE: This path applies when the employee works within a system and is responsible for being a reliable component within that system.



### ACTIONS

	with system
Human Error	• modify system performance shaping factors
At-Risk Behavior	• modify system performance shaping factors
Reckless Behavior	• modify system performance shaping factors
	with employee
Human Error	• console employee • remedial action
At-Risk Behavior	• coach employee • remedial action
Reckless Behavior	• punitive action • remedial action

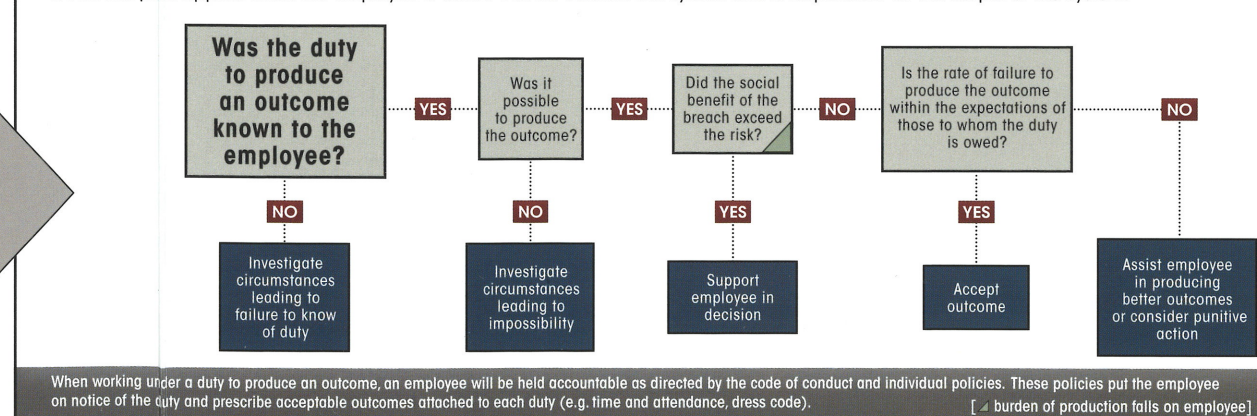
Did the employee breach a duty to produce an outcome?\*

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

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

### DUTY TO PRODUCE AN OUTCOME [system largely controlled by the employee]

NOTE: This path applies when the employee is aware that he controls the system and is responsible for the output of the system.



### ACTIONS

	with system
Duty to Produce an Outcome	• modify system performance shaping factors
	with employee
Duty to Produce an Outcome	• help employee produce better outcomes • punitive action