Civil Air Patrol Safety

Command Council, February 2022

"People First"

Purpose | People First:
Growing our ideal safety culture

People first
People are at the heart of any organization.
"People first" safety means helping every member embrace and practice safety as a personal value

Values tend to be hierarchical – whether to act on a value or not depends on the circumstances. You all know of situations where members made choices that resulted in damage, injury, or illness (e.g., didn't use a spotter, took off without an adequate preflight, etc.) – that doesn't necessarily mean that they don't value safety, but it may mean that when they were faced with a choice, another value made the top of their list IN THAT MOMENT.

Growing
A growth mindset acknowledges that we are all capable of learning, developing, and improving.
Every member is capable of personal continuous improvement if they choose to learn from things that didn't work out as intended.

Overview

CAP's Mission/Vision

Safety's Aim

Ideal Safety Culture

People First Safety

CAP's Mission - Vision

Volunteers serving America's communities, saving lives, and shaping futures

Serving America's Communities

Volunteer service is one of CAP's core values.

When we value service:

- We demonstrate a genuine sense of caring about the wellbeing of others
- We follow through on commitments
- We practice empathy for those who are vulnerable
- We work cooperatively as a member of the team
- We respond positively to requests for assistance

Saving Lives

- Saving lives isn't always about grand gestures or heroic acts; it's also about being there when we're most needed.
- Saving lives can also be a proactive act – we do everything we can to reasonably protect ourselves and each other from harm.

Shaping Futures

- People are generally eager learners, and CAP offers so many opportunities for personal and professional development.
- Every activity is a learning opportunity if it's embraced as such – people naturally evolve when they learn new things.

- Every act of interpersonal generosity (listening, advising, coaching, mentoring, etc.) can impact people in ways we may never know.
- When leaders at every level model the right behaviors, others see both what's important in CAP and may incorporate those behaviors into their daily lives

Safety's Aim

Uphold the public's trust through a safety-minded culture, safe environment for our members, and responsible stewardship of our valuable resources.

Protection from harm or loss
- CAP's ability to realize our mission-vision is rooted in the confidence of a wide range of stakeholders
- That confidence is built and maintained when we deliver on our commitments, which includes providing a safe place for members and taking care of our equipment and facilities

The Ties that Bind

Readiness   Reliability   Credibility

Ultimate Outcomes

Safety's Aim is not something that "just happens" and then we're done; when we keep our eye on the "right" target, and practice to improve our capability and consistency, we remain ready, reliable, and credible to fulfill our vision-mission

The same behaviors that have contributed to the reportable accidents we've experienced over the last few years are observable in other mishaps.

Safety is one ideal outcome among many ideal outcomes for an activity.
o   By integrating safety as one of several IDEAL outcomes for any activity, members become more holistically attuned to the interconnectedness of safety with other outcomes (example: how fun and minimizing the risk of injury or illness is connected – and how BOTH are IDEAL)
o   No activity is without some safety risk – "zero" risk is not possible – however, when looked at holistically with all outcomes, is the residual risk (the risk that remains after good planning) "acceptable" given all outcomes?

CAP's Ideal Safety Culture

Reporting

- Members are aware of safety issues that should be reported
- Members are encouraged to report safety issues
- Members have a positive tendency to report safety issues

Your rating

Informal assessment – by show of hands…
- How many of you would say these ideal traits are at least happening 90% of the time in your region or wing?
- At least 50% of the time?
- At least 25% of the time?

CAP/SE's CAP-wide observations
- CAP has a good reporting culture.
- It appears members generally have a positive tendency to report safety issues as evidenced by the stability of reporting over the last several years
- The quality of reporting (i.e., issues to report, information to report, etc.) would benefit from members reaching out their local safety officer before entering information in SIRS

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CAP/SE's CAP-wide observations

- It appears member generally cooperate in safety reviews, but some are concerned about being treated fairly
- Language in most reviews either avoids noting human factors (presumably to avoid the appearance of blame or to minimize conflict) or focuses on "who is responsible" (which does not address underlying factors and causes)
- Report of Survey is inequitably applied or is used as punitive which impacts member experience of fairness ("enforcement" as deterrent rarely works)

Learning

Members learn from errors and adjust behavior willingly

Member observe leaders model learning and personal accountability

Members share information about successful outcomes and learning experiences

Volunteers Serving America's Communities, Saving Lives, and Shaping Futures.

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CAP/SE's CAP-wide observations

- When reviews and corrective actions are approached from a growth mindset and information is shared, members generally learn from the event and change behaviors
- Some members are reluctant to acknowledge errors and/or view remedial/corrective actions as punitive
- After action reviews are rarely submitted and do not indicate opportunities for learning and improvement

Flexible

Members apply risk management routinely to activities of all types

Members adapt easily to changing demands and unforeseen developments

Members manage safety "obstacles" that impact operational continuity

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CAP/SE's CAP-wide observations

- Risk assessments are often completed for at least most activities and missions
- Risk management is seen as an unnecessary impediment rather than an integral part of successful outcomes
- Initial risk assessment is not revised based on changing conditions – and condition changes are not documented in after action reports

(Engaged)
This one isn't in our reg

Everyone does their part and embraces safety as a personal value in taking care of themselves, each other, and our resources

Your rating
Informal assessment – by show of hands…
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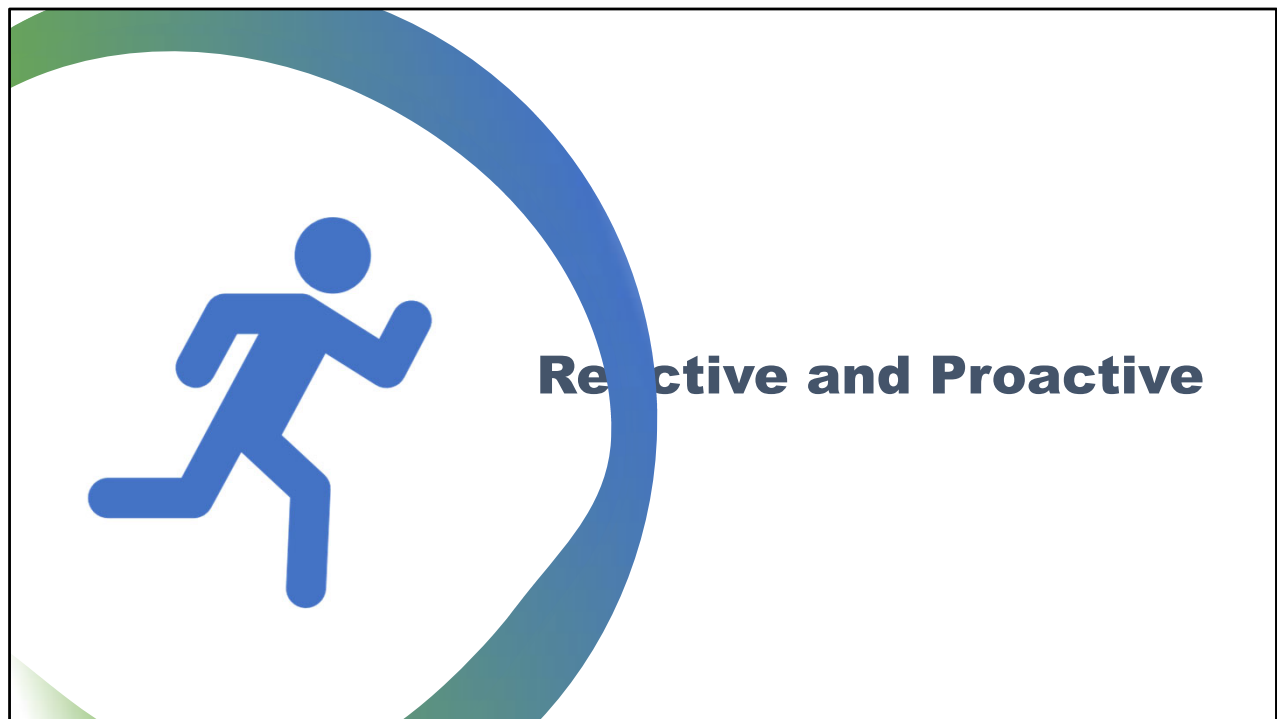- At least 25% of the time?

CAP/SE's CAP-wide observations
- Many members "walk the talk" in CAP
- Safety is viewed as a "paperwork" exercise or as an impediment

People First Safety

Reactive and Proactive

Reactive
- Post-occurrence follow up is necessary
- Corrective actions applied to address errors
- Errors are not adequately addressed at the "system" level

Proactive
- Diligence in looking for potential hazards that haven't been addressed
- Planning efforts fully incorporate safety risk management
- Consistent practice of all safety protocols

Positive Reinforcement

Acknowledge the Good

It's important to correct unsafe behaviors, and it's just as important to celebrate those who diligently and consistently make safe behaviors "routine"

The Gap

Focusing ONLY on "mishap reduction" as the main goal

- Encourages under-reporting
- Leads to shortcuts and workarounds

The Gain

Emphasizing and acknowledging positive safety-driven actions

- Reinforces ideal safety behaviors
- Integrates safety as one outcome among many