



Civil Air Patrol Safety

Reviewing a Safety Significant Occurrence

CAP Safety Aim and Ideal Safety Culture



Welcome to CAP Safety's "Reviewing a Safety Significant Occurrence" Course. This course replaces the "Conducting a Mishap Review" course and is required for member to be assigned as a Review Officer in the CAP Safety Information System, or CAPSIS.

This course has four learning segments that must be completed, along with the knowledge check quizzes, in order to receive course credit.

Course Learning Segments



CAP Safety Aim and Ideal Safety Culture

Terms and Definitions

Basic Steps

Contributing Factors, Causal Factors, and Mitigating Actions

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The four learning segments of this course include:

- CAP Safety Aim and Ideal Safety Culture – where we cover the characteristics of CAP’s ideal safety culture
- Terms and Definitions – where cover the terminology you will encounter when reviewing a safety significant occurrence, or SSO
- Basic Steps – where we cover the three steps for conducting and completing the review of an SSO
- And lastly, Contributing Factors, Causal Factors, and Mitigating Actions – where you will read through sections of the Review Officer guide to familiarize yourself with the factors and actions you will encounter in CAPSIS

Let’s jump into the first learning segment, “CAP Safety Aim and Ideal Safety Culture”

Objective

Recognize the observable characteristics of CAP's ideal safety culture



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The objective for this learning segment is for you to be able to recognize the observable characteristics of CAP's ideal safety culture



CAP Safety Aim

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



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CAP Safety's AIM is to...

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

This aim includes aspirational cues that guide the development and continuous improvement of the safety program and the members and staff that support it. Every member has the right to a safe place that reasonably supports their wellbeing and peace of mind. And our partners that support our work – our fellow members, our donors, our sponsors, the US Airforce, and more – must have the confidence that we are being responsible for the use and care of our resources.

To that end, Safety's focus should be on "People First," because without people, we cannot reach our highest aspirational ideals.



People First

Focus on	Focus on Embracing safety as a personal value
Focus on	Focus on Growth and learning in safety roles and leadership
Focus on	Focus on Ultimate outcomes and how safety supports those outcomes



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Why “people first” and not “safety first”?

- The real pathway to “safety” is ***with*** people
- The best work we can do is to focus on “people-work” first
- Too much focus on “compliance” and not enough on helping people understand their critical role in safety as one outcome among many, risks program engagement
- If the program doesn’t work with people to support safety as one outcome among many, we become stagnant in our organizational capabilities and risk not living up to our mission-vision

People are at the heart of any organization. Without the time, talent, and treasure of people, we cannot be the organization we aspire to be.

“People first” safety means that members embrace and practice safety as a personal value so that everyone aims to protect their own wellbeing AND the wellbeing of

their fellow members.

It also means we should focus on growth and learning in safety roles and leadership. Every person is capable of personal continuous improvement **if they choose to learn** from things that didn't work out as intended.

And, lastly, "people first" means we show how safety supports outcomes that are important to CAP's legacy and aspirations as an organization.

We cover those outcomes in the next slide.



Ultimate Outcomes

Readiness – availability of prepared and qualified members and needed resources

Reliability – capacity to deliver on our promises of serving America's communities, saving lives, and shaping futures

Credibility – ability to produce the outcomes we intend to while keeping everyone safe and equipment undamaged



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Safety is one ideal outcome among many ideal outcomes for an activity.

- 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)
- No activity is without some safety risk – “zero” risk is not possible – however, when looked at holistically with all outcomes, are we reasonably doing all we can to maximize ideal outcomes while preventing negative safety outcomes or, if prevention isn't possible, reducing the chance of a member getting hurt or equipment being damaged to a minimum.

So, what ideal outcomes are we aiming for?

The answer is: Readiness, Reliability, and Credibility

Readiness – is about the availability of prepared and qualified members and needed resources

Reliability – is about the capacity to deliver on our promises of serving America’s communities, saving lives, and shaping futures

Credibility – is about the ability to produce the outcomes we intend to while, to a reasonable extent, keeping everyone safe and equipment undamaged

Safety is embedded in all of these outcomes and is an integral part of ensuring we achieve them.



Reporting Culture

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



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Let's talk about the characteristics of CAP's ideal safety culture. We start with reporting culture:

Reporting is vital and foundational to an ideal safety culture. Encouraging consistent and continuous reporting instills trust and reduces fear of speaking up. Members should have confidence that important information is both heard and acted upon. Members should never be afraid to speak up – it could save a life.

The characteristics and behaviors of the ideal reporting culture include:

- 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

Let's look now at how an ideal reporting culture helps us achieve readiness, reliability, and credibility



Reporting Culture and Outcomes

Readiness: safety issues get identified early to ensure the members and equipment are available

Reliability: reporting safety concerns when they are observed helps us ensure we can complete the mission or activity by keeping safety top of mind throughout

Credibility: when safety issues are reported, we use the data to improve the safeguards that prevent injury, illness, or damage



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When we exhibit the ideal traits of a reporting culture, the ultimate outcomes are supported in the following ways:

- We ensure we are ready when safety issues get identified early to ensure the members and equipment are available and ready for the mission or activity
- We ensure we are reliable when reporting safety concerns when they are observed which helps us ensure we can complete the mission or activity by keeping safety top of mind throughout
- We ensure we are credible when safety issues are reported, and we use the data to add or improve safeguards that prevent injury, illness, or damage



Just Culture

Members understand acceptable and unacceptable behaviors

Members are positively acknowledged for raising safety concerns

Members cooperate fully in safety reviews and know they will be treated fairly

Members are accountable for truly negligent actions (deliberate disregard)



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Next, we cover just culture.

In just culture, we treat each other fairly, and it is the opposite of blame culture. Consistently encouraging the right safety behaviors and correcting poor safety practices is the key to upholding the ideal just culture. Focusing on “who is responsible” reflects a blame culture, while working to discover underlying contributing and causal factors and correcting them reflects just culture.

The characteristics and behaviors of an ideal just culture include:

- Members understand acceptable and unacceptable behaviors
- Members are positively acknowledged for raising safety concerns
- Members cooperate fully in safety reviews and know they will be treated fairly
- Members are accountable for truly negligent actions (deliberate disregard)

Let's look now at how an ideal just culture helps us achieve readiness, reliability, and credibility



Just Culture and Outcomes

Readiness: by being fair and consistent members know what's expected and act to ensure no one is put at risk

Reliability: by focusing on contributing and causal factors (vs. who is responsible), members are confident that safeguards support mission or activity integrity

Credibility: by correcting poor safety practices, we demonstrate a commitment to member protection and good stewardship of resources



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When we exhibit the ideal traits of a just culture, the ultimate outcomes are supported in the following ways:

- We ensure we are ready by being fair and consistent so members know what's expected, not just in word, but in deed
- We ensure we are reliable by focusing on contributing and causal factors (vs. who is responsible) which provides confidence to members that by applying good safety practices, we also support the integrity of our missions and activities
- We ensure we are credible by diligently correcting poor safety practices which demonstrates a strong commitment to protecting people and resources



Learning Culture

Members learn from errors and adjust behavior willingly

Members observe leaders model learning and personal accountability

Members share information about successful outcomes and learning experiences



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Learning culture is our next topic.

In an ideal learning culture, information is shared so members can learn from their experiences and the experiences of others. Learning is also the key to continuous improvement, both personally and organizationally. Encouraging members to talk about their experiences, including what they learned from them, helps others improve their performance which also improves safety.

The characteristics and behaviors of an ideal learning culture include:

- Members learn from errors and adjust behavior willingly
- Members observe leaders model learning and personal accountability
- Members share information about successful outcomes and learning experiences

Let's look now at how an ideal learning culture helps us achieve readiness, reliability, and credibility



Learning Culture and Outcomes

Readiness: when safety information is shared, everyone benefits and can be on the lookout for things that keep members and equipment from being available for missions or activities

Reliability: when every member embraces personal accountability for modeling and applying learning in every mission and activity where they participate

Credibility: when members adjust behavior willingly to correct unsafe practices, they build trust and confidence in not only their capabilities, but their commitment to CAP's core values



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When we exhibit the ideal traits of a learning culture, the ultimate outcomes are supported in the following ways:

- We ensure we are ready when safety information is shared because everyone benefits and can be on the lookout for things that keep members and equipment from being available for missions or activities
- We ensure we are reliable when every member embraces personal accountability for modeling and applying learning in every mission and activity where they participate
- We ensure we are credible when members adjust behavior willingly to correct unsafe practices because, in doing so, they build trust and confidence in not only their capabilities, but their commitment to CAP's core values



Flexible Culture

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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The next topic is the ideal Flexible Culture

In an ideal flexible culture, members and the organization adapt to unforeseen circumstances. No one can predict how every situation will turn out, but when members can adapt quickly, they can deal more effectively with new or changing conditions. Encouraging members to keep safety top of mind in all missions and activities and to quickly address safety concerns in the moment, helps with continuity and resilience.

The characteristics and behaviors of an ideal flexible culture include:

- 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

Let’s look now at how an ideal flexible culture helps us achieve readiness, reliability, and credibility



Flexible Culture and Outcomes

Readiness: by applying SRM when planning all missions and activities, we ensure that any issues get addressed beforehand

Reliability: by adapting to changing conditions quickly with safety top of mind, obstacles are overcome without compromising safety

Credibility: when we can point to mission and activity success that overcame operational challenges and maintained a safe outcome, we build trust in our full range of capabilities



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When we exhibit the ideal traits of a flexible culture, the ultimate outcomes are supported in the following ways:

- We ensure we are ready by applying SRM when planning all missions and activities so we can ensure that any issues get addressed beforehand
- We ensure we are reliable by adapting to changing conditions quickly with safety top of mind so obstacles are overcome without compromising safety
- We ensure we are credible when we can point to mission and activity success that overcame operational challenges and maintained a safe outcome so we build trust in our full range of capabilities



(Engaged Culture)

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



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Lastly, we look at a safety culture trait that is not in CAP's regulations but ties the other four cultures together.

An ideal engaged culture simply means that everyone does their part. Without every member's participation in our safety practices, we leave gaps in the safeguards that keep people and resources safe. When everyone embraces safety as a personal value, they support the ultimate outcomes with safety integrated as a thread that weaves through all of them – not a standalone outcome that is separate or an added burden.

The key to engaged members is engaged leadership, and every member serving on a command team or any other safety leadership role must do their part for safety to work and for these outcomes to be achieved.



Thank you!



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This concludes the CAPSafety Aim and Ideal Safety Culture learning segment of the Reviewing a Safety Significant Occurrence course. You may now close this presentation and proceed to the knowledge check quiz.