

2009 Validation & Verification (V&V) Summit

Real-life V&V Challenges and Successes: V&V Culture

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Federal Aviation
Administration



Culture Challenge Is Key

- **Effective implementation of any process, standard, or order must be accompanied by a culture that:**
 - Permeates all levels of the organization
 - Fosters an enduring value, priority, and commitment
 - Demands continuous improvement
- **The same challenge faces SMS implementation**
- **International precedence helped to start our cultural shift**

CANSO SMS Standard of Excellence in Safety Culture

- An effective SMS requires a genuine commitment to safety on the part of everyone in the organization.
- The success of an SMS is completely dependent on the development of a positive and proactive safety culture.
- Safety culture is a system enabler in that it has the most significant influence on the overall integration and evolution of SMS.

Civil Air Navigation Services Organisation (CANSO)
Safety Management System (SMS)



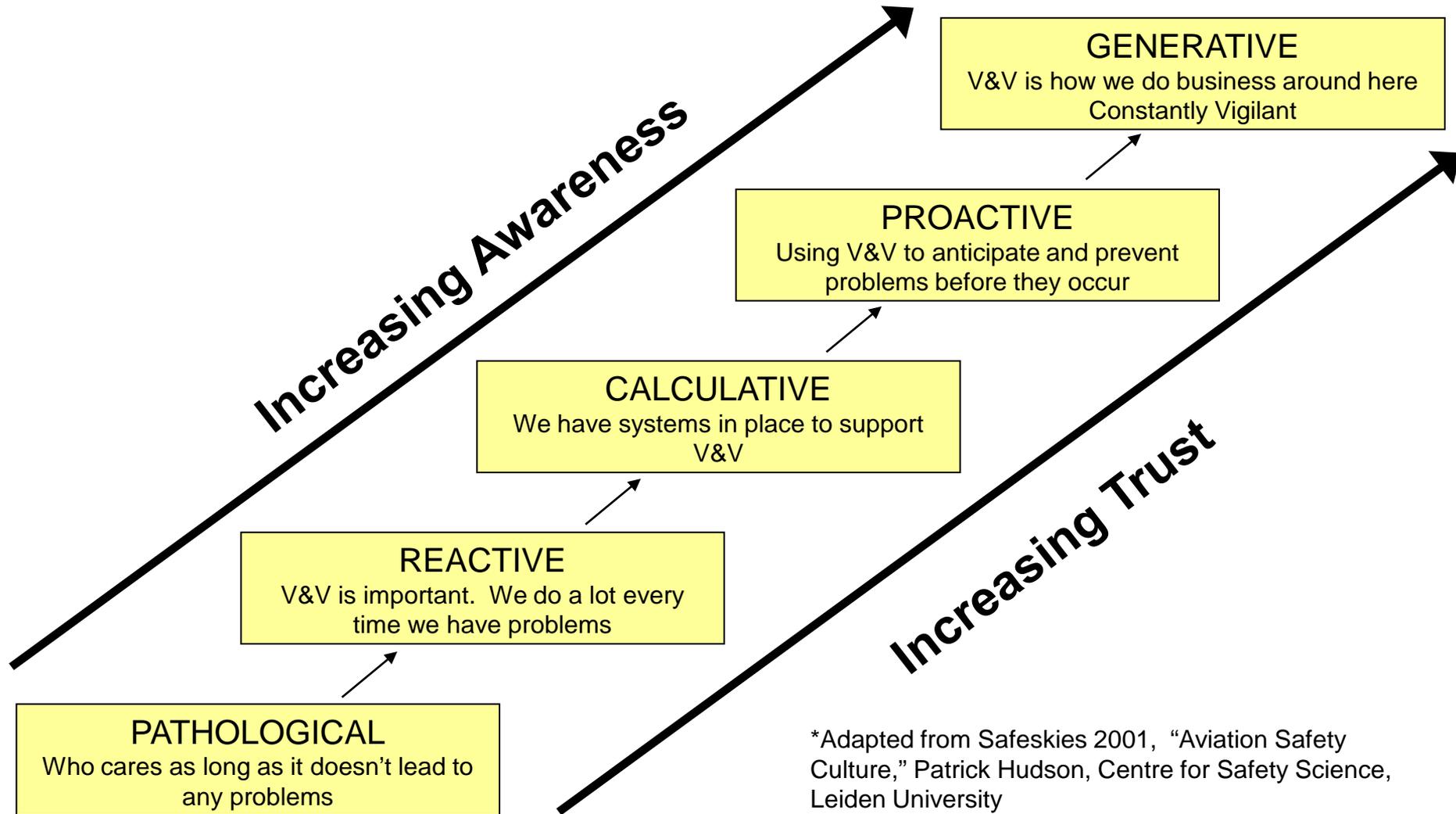
Positive Culture Components

- **Some positive culture components are the same for both safety and V&V:**
 - **Reporting**
 - Willing and able to report (i.e., a “no blame” culture)
 - **Informed**
 - People know what is really going on
 - Good data is valued more than data that makes us look good
 - **Learning**
 - Willing to adapt and implement necessary reforms
- **These positive components are key to ensuring the enduring integrity of V&V.**

Challenges and Successes

- Reporting
 - **Tell it like it is:** Information and results from V&V activities must be clear, timely and accurate and favorable or not, heard and resolved.
- Informed
 - **In-Service Decision Stakeholders Meeting:** Opportunity for V&V to provide valuable input regarding system readiness - ultimately providing decision makers with data to make an informed decision.
- Learning
 - **The Earlier the Better:** Stakeholders want critical information as early as possible. Therefore we have, and continue to develop processes that enable earlier identification of problems and issues.

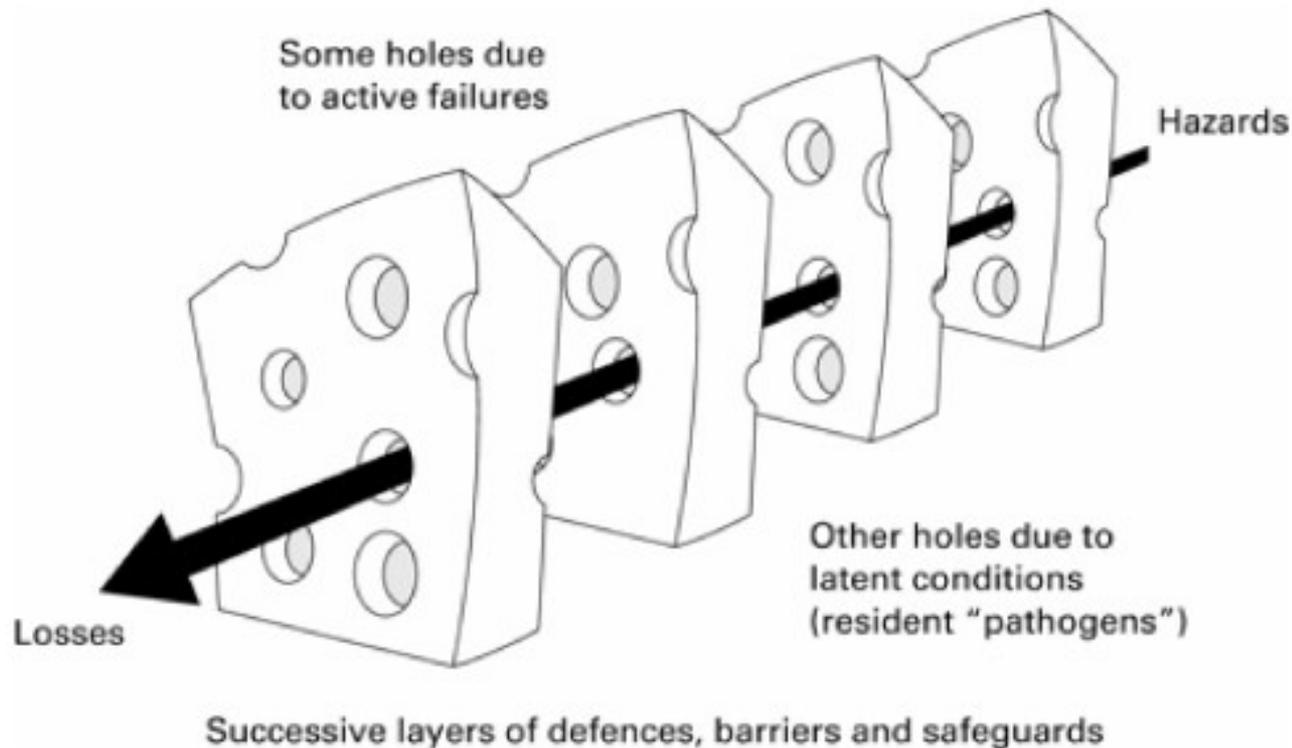
Cultural Evolution*



*Adapted from Safeskie's 2001, "Aviation Safety Culture," Patrick Hudson, Centre for Safety Science, Leiden University



V&V Is Slices of the Cheese



James Reason Risk Model

Safety Culture (...or is it V&V Culture?)

Safety culture is not something that can be bought; it must be *intrinsic* to an organization. Therefore, safety culture can be positive, negative, or neutral. The essence of safety culture lies in *what people believe about the importance of safety*, including what they think their peers, supervisors, and leaders really believe about how safety is prioritized.



YOU ARE PART OF THE SAFETY MANAGEMENT SYSTEM

YOU CAN MAKE A DIFFERENCE!

