

# AN EMBEDDED CASE STUDY TO UNDERSTAND THE BARRIERS TO CULTURAL PROGRESSION IN AVIATION

A Revelatory Embedded Single Case Study

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Committee: Dr. Barnett Ed.D. & Dr. Morrison, Ph.D.



# Why Culture?



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## AVIATION SAFETY **i**NFOSHARE

Baltimore, Maryland  
March 28–30, 2023

9:30 am – 10:15 am

### **Safety Leadership and the Impact on Engagement and Culture**

Safety Leadership is a topic emerging in the safety industry which underscores the importance of leadership on establishing an environment of positive safety behaviors and engagement with safety systems. In this presentation we will discuss what safety leadership is, what safety culture is, and how leadership can positively or negatively impact culture. Furthermore, we will look at the elements of engagement and how leadership can foster “safety citizens” who are willing to engage in extra-role activities to better safety across the organization.

*Dr. Jason Starke, Ph.D., Director of Safety & Product Development  
Baldwin Aviation*

SV6 Ballroom

10:15 am – 10:30 am

### **Networking / Break**

SV6 Ballroom Foyer

10:30 am – 11:15 am

### **Ground Operations Safety Culture**

Establishing and maintaining a healthy safety culture in ground operations, is a continued challenge for the aviation industry. This presentation will explore the reasons why, refer to a number of related scenarios and reiterate recommended actions for all to consider.

*Jason Sandever, Inspecting Officer  
Civil Aviation Authority (CAA), United Kingdom*

SV6 Ballroom

11:15 am – 11:45 am

### **Labor Union Impact on your Safety Culture**

It is said that “SMS is Management led but employee fed.” It is important for Management and Labor (including labor organization(s)) to partner in order to establish a positive safety culture in your organization and workgroup(s).

*Captain Blake Kelly, Central Air Safety Committee (CASC)  
ALPA, Jetblue*

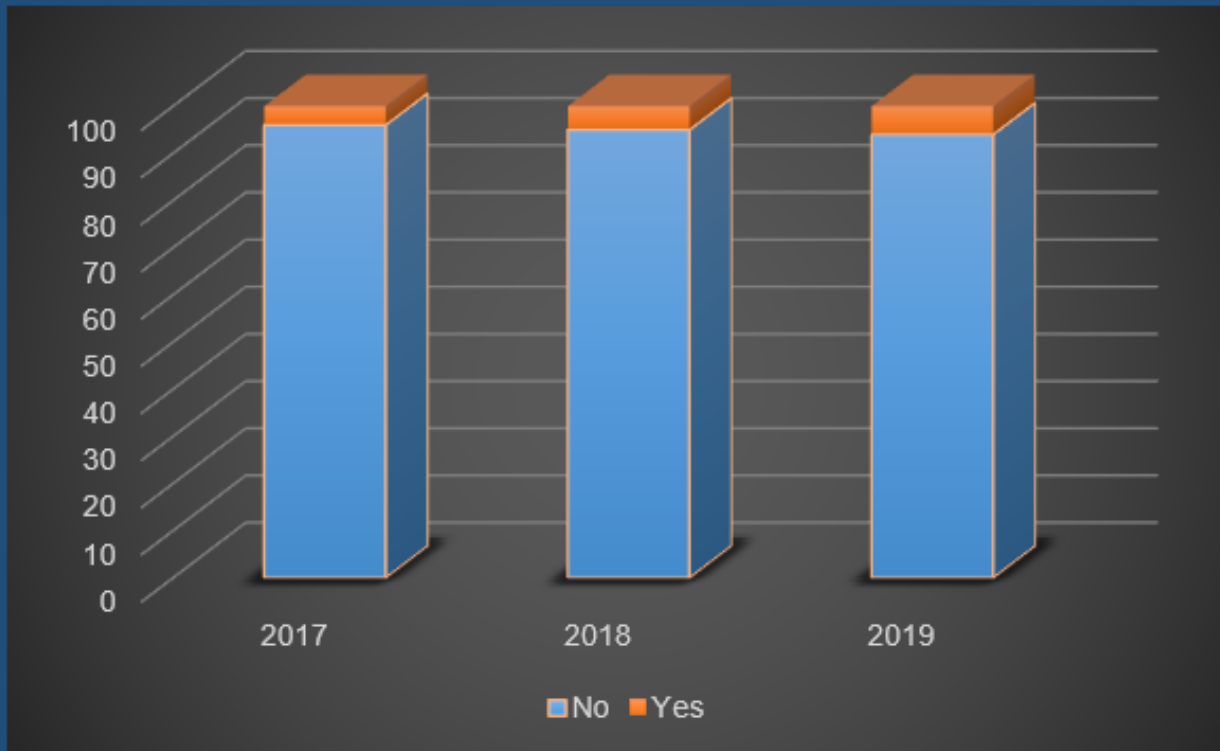
SV6 Ballroom



# Why Culture?



- Do all employees believe they will not be penalized for voicing safety concerns – even if it may impact the operation?



## Just Culture

Retributive

Restorative

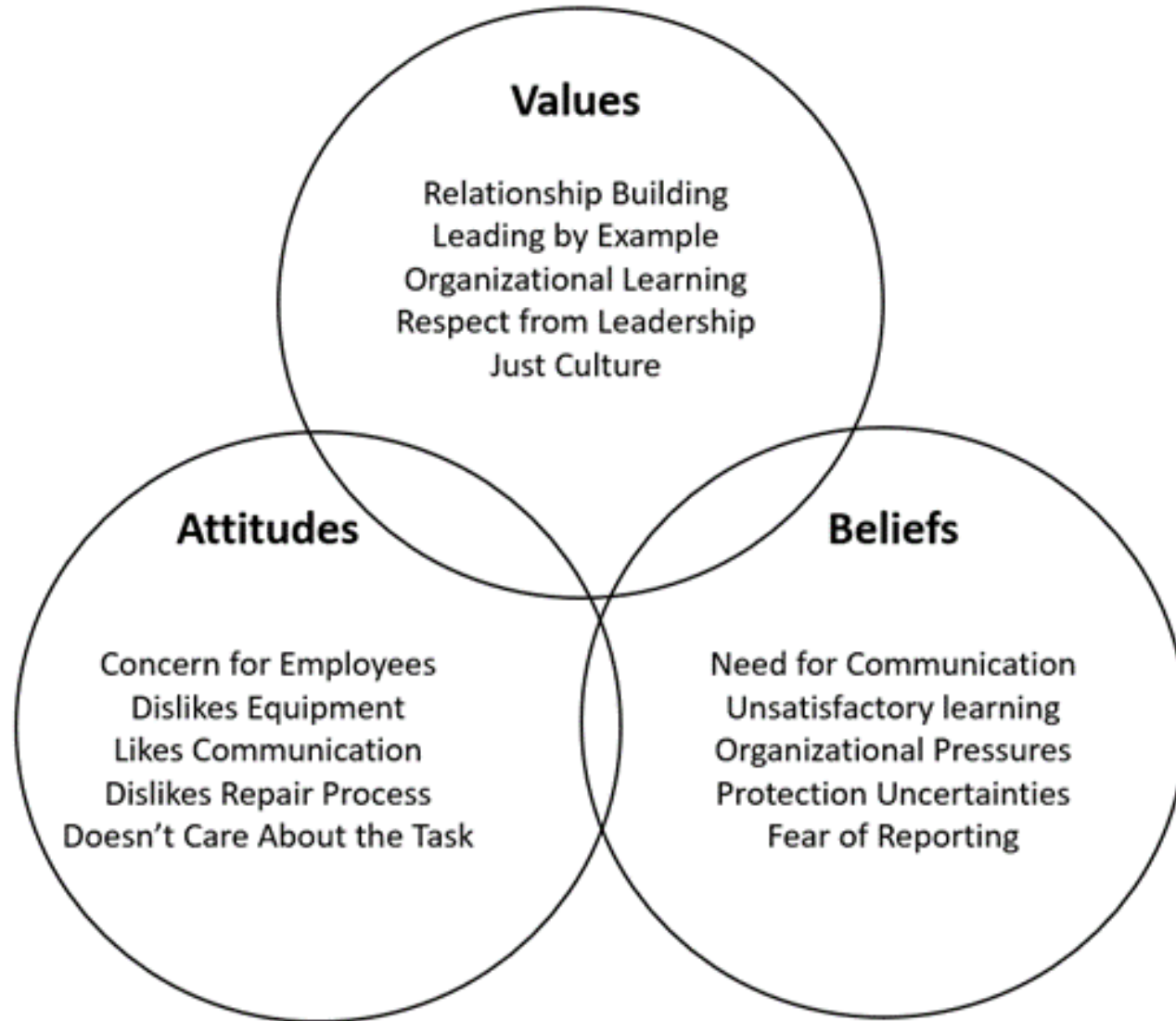


# Theoretical Framework

- Cognitive Dissonance
- The Learning Organization

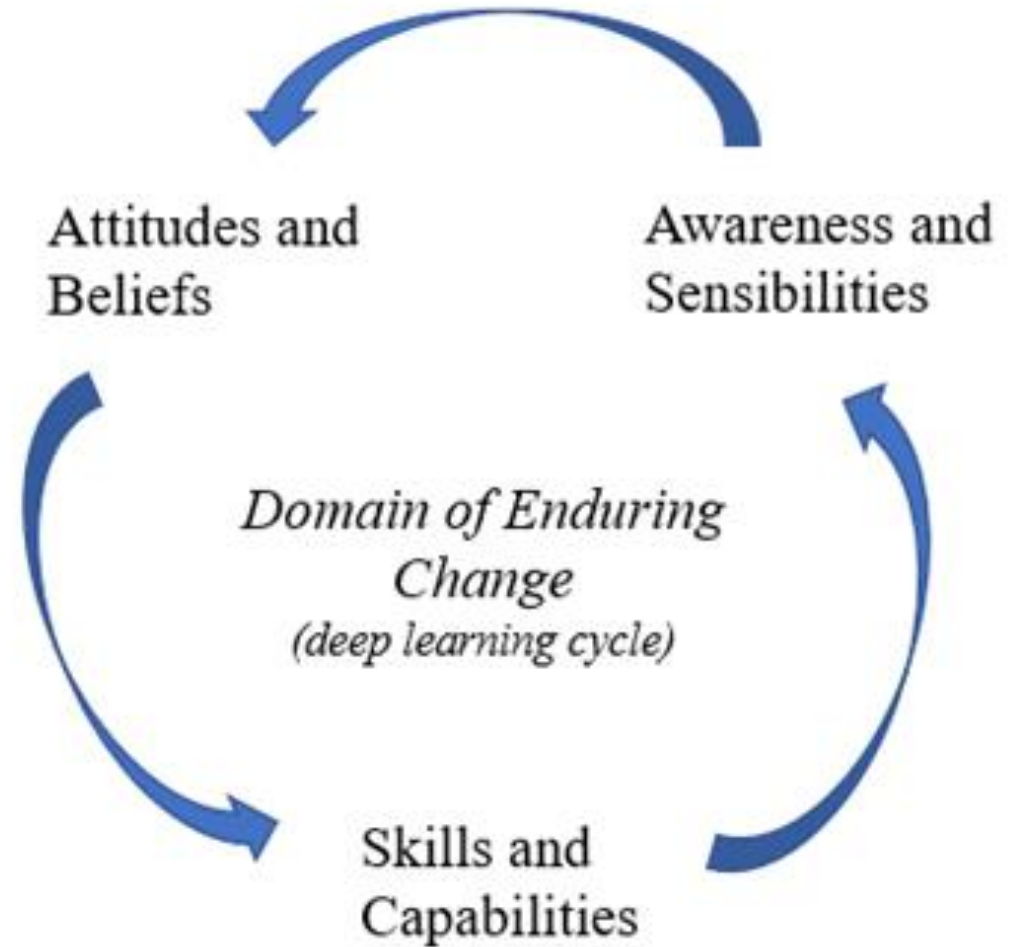
# Sample Population

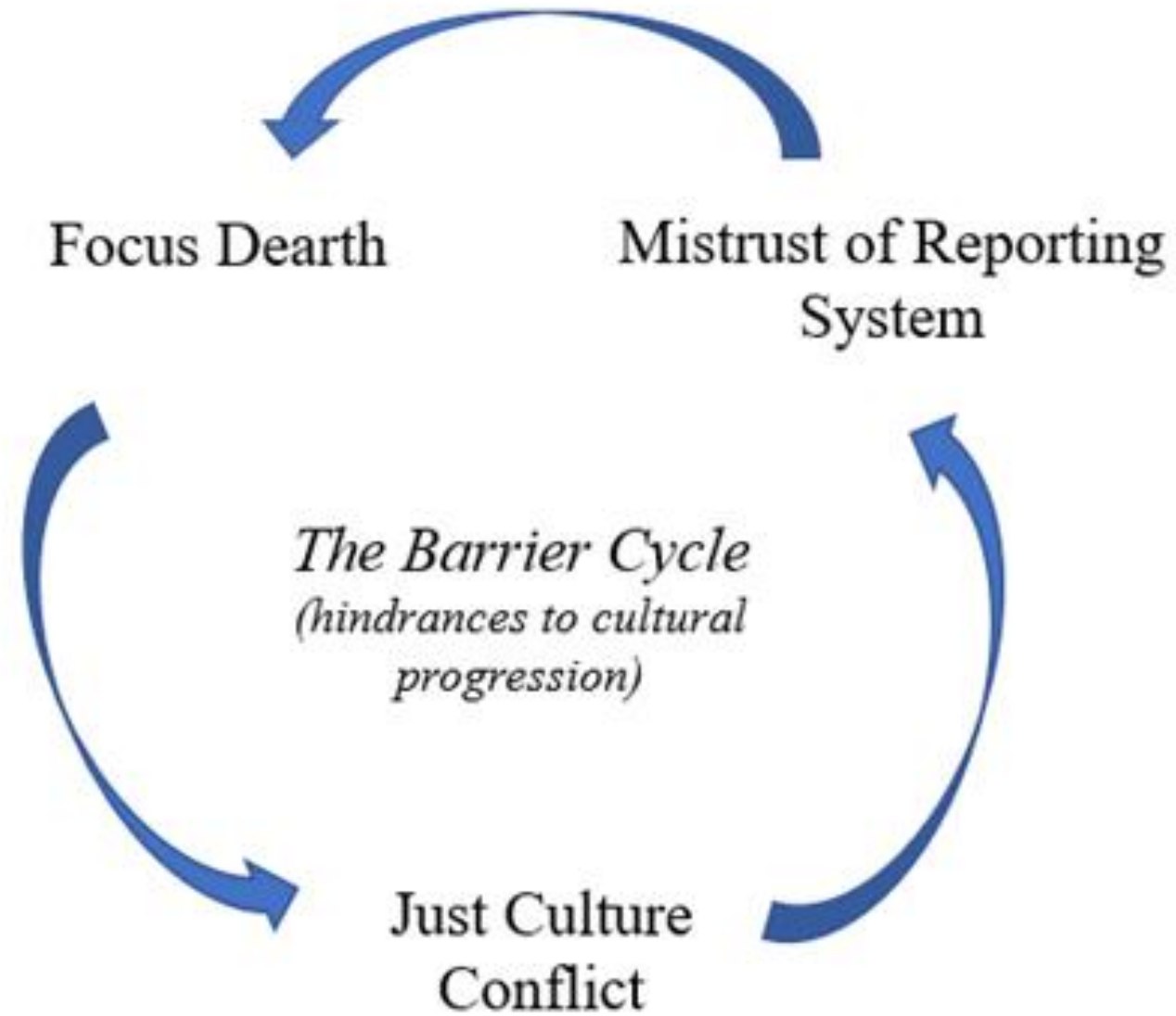
- 15 participants, divided into three embedded units of analysis: leadership, managers, and end-users
- Five airlines
  - Over 590 destinations
  - 53 countries
  - 9,100 flights per day
  - 147,000 employees
- Total participant experience was over 223 years in aviation



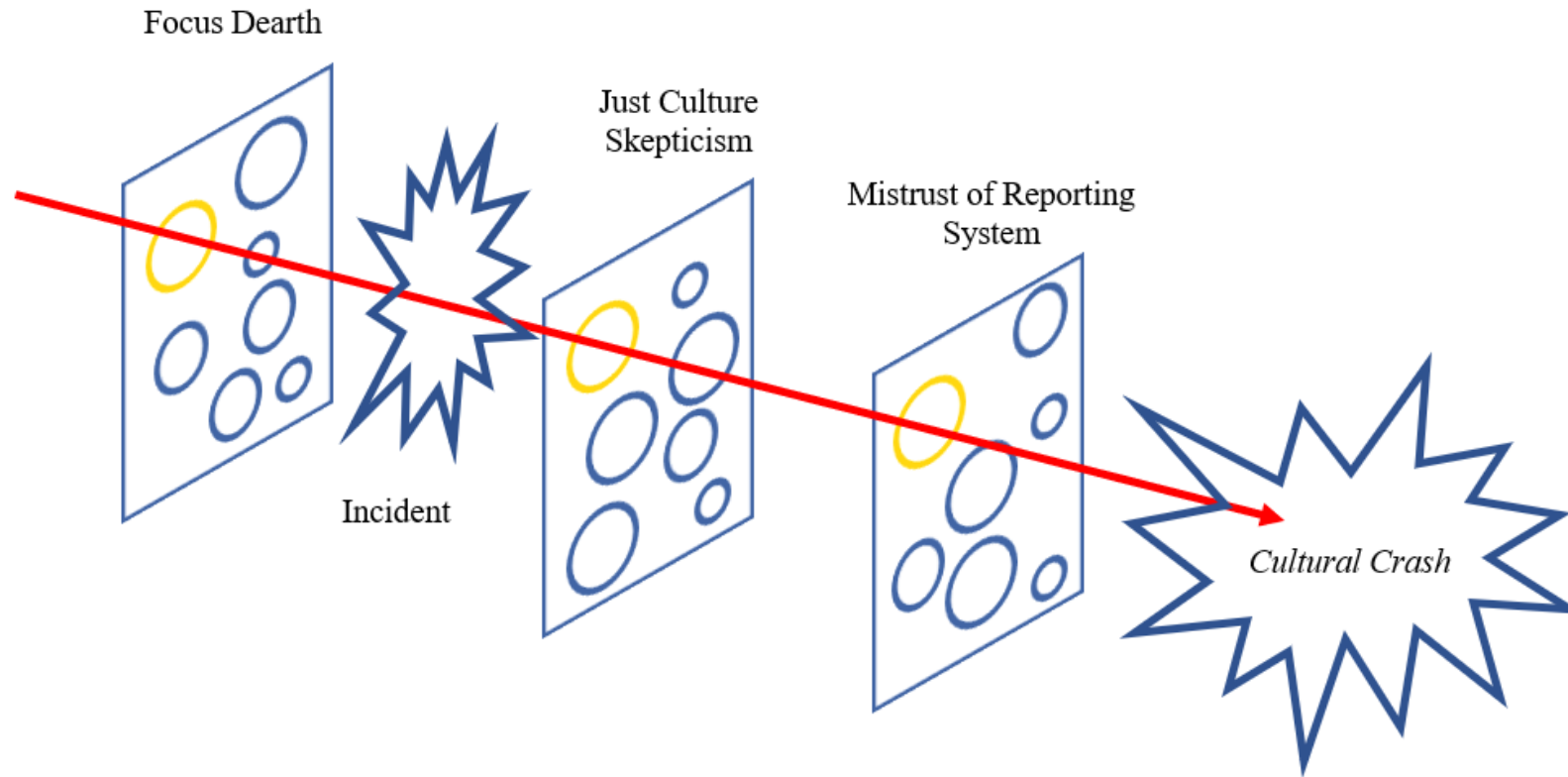


- Expectation Mystification
- Team Learning Abyss





# The Cultural Crash (adapted from Reason, 1990)







# Culture

It's not the people doing the job, it's the people who lead  
the people doing the job who can make the greater  
difference

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