**Just and Learning Culture Guide for Managers**

At NHSBT we are committed to building a culture of fairness, openness, accountability and continuous learning by empowering staff to feel confident to speak out when things do not go as planned or expected. We understand valuable lessons are learnt when we encourage staff to be open about incidents, in order to seek for ways to prevent repeated occurrences.

This Guide was developed to initiate a conversation with colleagues where incidents did not go as planned and to be able to establish the right intervention(s). It also helps to ensure all colleagues are consistently treated fairly and equally and helps to minimise unconscious bias.

* As an NHS Organisation we understand that sometimes an incident will occur – this process will allow us to find out what caused the incident using openness and transparency which will help learning and development.
* This guide does not replace the need for patient safety regulations.
* The Just Culture guide should be used when it is suspected that colleagues need some support or systems need improvement or management to work safely. It is helpful to delve deeper into the reasons for an incident occurring and this may be used if there was a need to move forward with some further intervention.
* The guide can be used at any time, and it may be revisited as more information becomes available. It does not replace HR advice and can therefore be used in conjunction with relevant HR policies**.**
* The guide was intended to be used to focus on one incident at a time. However, if multiple incidents are involved, they may be able to be considered together, dependent on the circumstances.
* Develop a communication plan to gain an understanding into the incident and listen to the individuals involved, giving them the ownership to explain what happened. Remember this informal meeting is to understand “what was wrong”, “what was the potential impact of this (harm or potential harm), ”, “what needs to be improved “and “who fixes the identified problems” and “how and when do we do this”.
* Attached in Appendix 1 is the Just Culture Questionnaire. Follow the appropriate steps, but you may feel that some questions are not applicable. It is not necessary to ask every question. It is intended to be used for guidance and can be adapted as necessary.
* Explain to the colleague involved that the process is informal and supportive and that the meeting is for you to understand more fully the reasons for and background surrounding the event. Give encouragement to be open and honest and if emotions set in, ask to observe a break and reconvene later.
* Encourage accountability and avoid pre-judging and blame, instead consider their wellbeing – show genuine care and compassion. If needs be, signpost to other resources/supports available.
* Explore ways to prevent re-occurrence and enable future accountability if necessary. If relevant, speak to other colleagues involved for a fair and accurate account.
* Inappropriate behaviour or intended harmful actions are not accepted by anyone, if following a fact-finding session, you have concerns with any of the responses given by the colleague, please refer the query to your HR Direct/Consult team for advice.
* Ensure you document this accordingly and send completed questionnaire and notes to your HR contact.
* Ask colleagues if they agreed with the covered conversation and ask to sign the questionnaire.
* Communicate what the next steps of actions would be to them and the timescale involved.