AVIATION SAFETY CULTURE SURVEY

Vietnam Airlines

I-ASC

November 24, 2023

© 2023 Ipsos for IATA Safety Culture Survey
All rights reserved. Contains Ipsos' and IATA Confidential and Proprietary information and may not be disclosed or reproduced without the prior written consent of IATA.

I-ASC SURVEY
IATA AVIATION SAFETY CULTURE

Vietnam Airlines

IATA

Ipsos

Table of Contents

03 BACKGROUND AND OBJECTIVES

04 SURVEY METHODOLOGY

09 EXECUTIVE SUMMARY

13 MAIN RESULTS

23 DETAILED FINDINGS

69 APPENDIX: ADDITIONAL QUESTIONS & RESPONDENT PROFILE

 © Ipsos for IATA Aviation Safety Culture survey

Background and Objectives

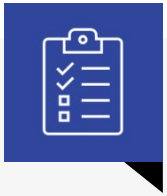
This report features the results of the 2023 IATA Aviation Safety Culture survey (I-ASC), carried out for Vietnam Airlines employees by IATA, in collaboration with research firm Ipsos.

The study is designed to gather Vietnam Airlines employee sentiment on a number of topics relating to safety culture, ranging from management commitment to communications.

By conducting this study, IATA wishes to support Vietnam Airlines' actions towards building a stronger safety culture, ultimately resulting in improved safety performance.

Additionally, IATA wishes to provide Vietnam Airlines with the means to meet SMS requirements to measure and continuously improve their internal Safety Culture through this standardized tool that can be part of organizations' safety management activities.

Survey Methodology



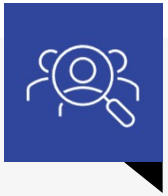
METHODOLOGY

Online survey – respondents filled out the survey on a computer or on a mobile device.

The questionnaire took 12 minutes on average to complete.

TARGET

Vietnam Airlines employees from the entire organization.



SAMPLE

5,301 employees completed the survey, from a total sample of 11,720 invites. 4,638 employees used the open link for a total of 9,939 completes.

DATA COLLECTION PERIOD

Between September 20 and October 24, 2023.

Reminders were sent by Ipsos on October 2, October 16, and October 20.

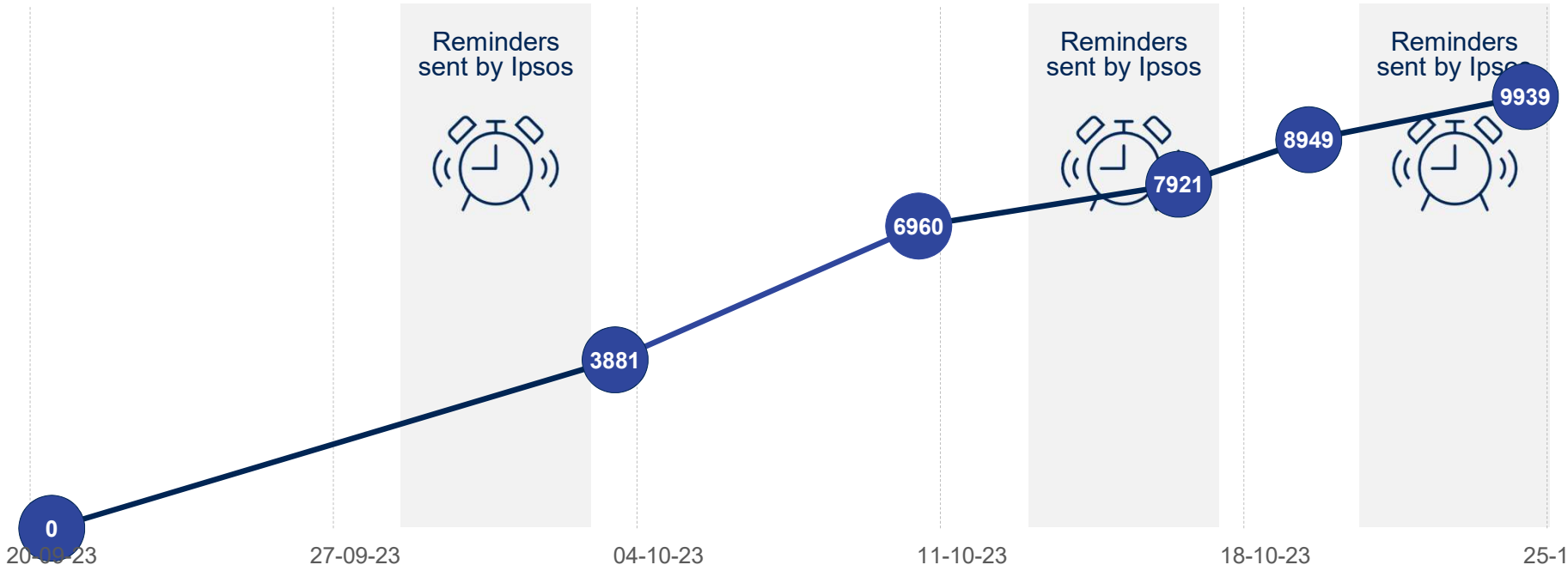
WEIGHTING

Results were weighted based on Hierarchy and Organization Section, to reflect the entire Vietnam Airlines workforce composition.

 © Ipsos for IATA Aviation Safety Culture survey

Field Progression: Vietnam Airlines I-ASC Employee Survey

NUMBER OF COMPLETED INTERVIEWS



 © Ipsos for IATA Aviation Safety Culture survey

Abbreviations and Definitions

ORGANIZATIONAL ABBREVIATIONS USED IN TABLES AND CHARTS

Hierarchy:
Admin
Front Line
Management
Sr. Management

MNT
Aircraft Engineering and Maintenance

CAB
Cabin Operations

FLT
Flight Operations

GRH
Ground Handling Operations

DSP
Operational Control and Flight Dispatch

ORG
Organization

CGO
Cargo

DEFINITIONS AVAILABLE TO SURVEY RESPONDENTS

Near Miss

An unplanned event that did not result in an accident, incident, injury, or damage, but had the potential to do so.

Gross negligence

A serious disregard to an obvious risk and profound failure to take such care that is evidently required in the circumstances.

Willful misconduct

A conscious and voluntary disregard of the need to use reasonable care, which is likely to cause foreseeable grave injury or harm to persons, property, or both.

 © Ipsos for IATA Aviation Safety Cult

I-ASC and Hudson Safety Culture ladder

 © Ipsos for IATA Aviation Safety Culture survey

How We Did It: Explaining Overall Safety Perceptions

In this study, we calculated the **correlation scores** between **59 individual statements relating to safety** (independent variables) and **two overarching safety perception statements** (dependent variables). This allowed us to determine the **importance of each statement** and rank them on the strength of the **relation to overall safety perceptions**. The **higher the score**, the **stronger the relationship** is between the variables.

WHAT IS THE RELATION BETWEEN THESE AREAS … … AND THE OVERALL SAFETY PERCEPTIONS?

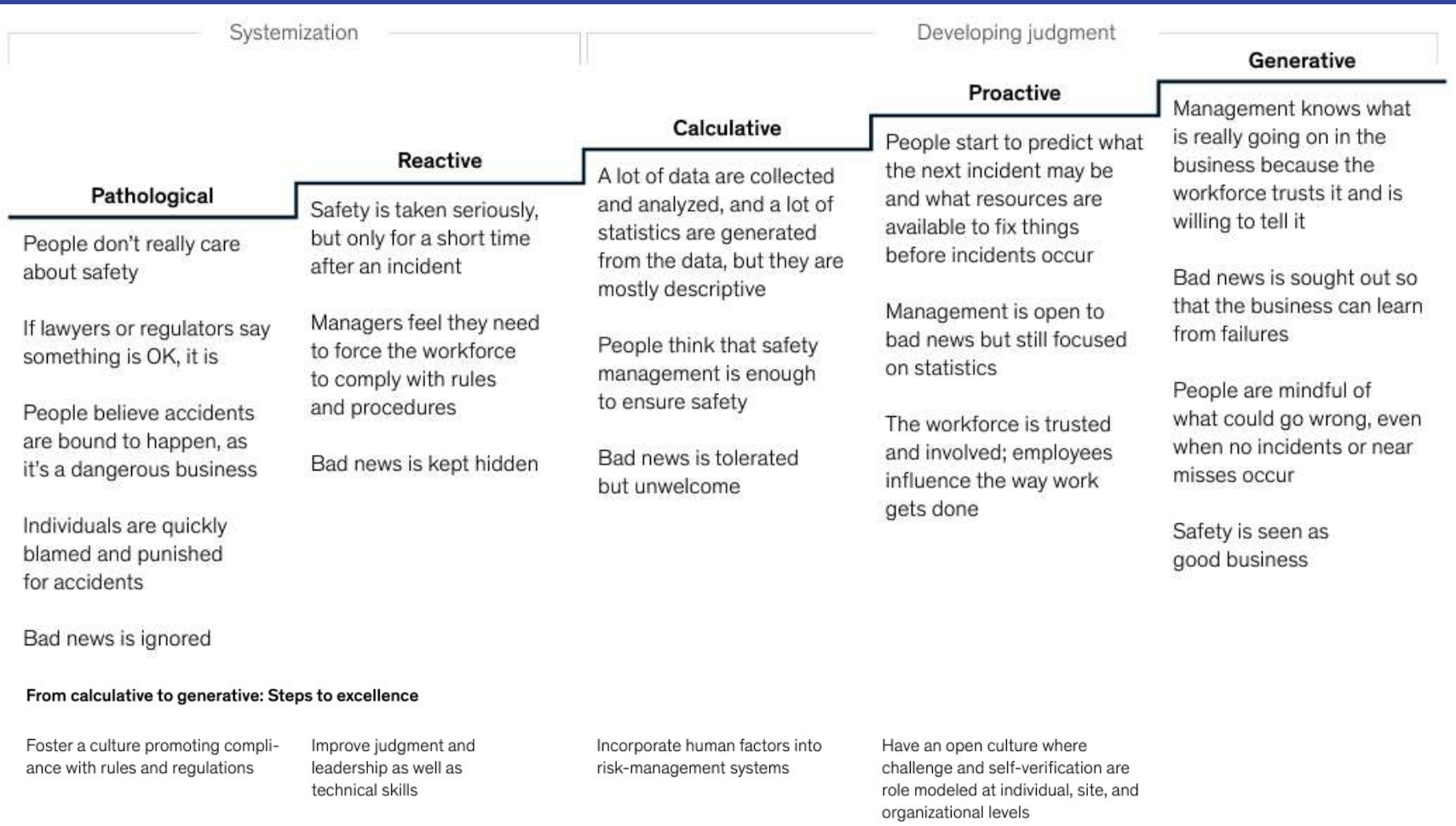
Safety Awareness (SAW)	**Senior Management Commitment** (SMC)	**Management Commitment** (MAC)
Employee Empowerment (EMP)	**Reporting and Feedback** (RFB)	**Policies, Processes and Procedures** (PPP)
Communications (COM)	**Just Culture** (JUS)	**Learning Organization** (LRN)

My employer always puts safety first.

+

My employer is one of the safest in the world.

 © Ipsos for IATA Aviation Safety Culture Survey



From calculative to generative: Steps to excellence

Foster a culture promoting compliance with rules and regulations

Improve judgment and leadership as well as technical skills

Incorporate human factors into risk-management systems

Have an open culture where challenge and self-verification are role modeled at individual, site, and organizational levels

 © Ipsos for IATA Aviation Safety Culture Survey

-Leadership:

•Ensure that senior management is committed to safety and sets a good example.
•Provide regular safety training for all employees, including senior management.
•Hold regular safety meetings to discuss safety performance, identify potential hazards, and share best practices.
•Develop and enforce safety policies that are clearly communicated to all employees.

-Respect:

•Encouraging employees to report safety incidents and hazards without fear of reprisal.
•Involving employees in the development and implementation of safety policies and procedures.
•Recognizing employees for their contributions to safety.

-Mindful:

•Conducting regular risk assessments to identify potential hazards and develop plans to mitigate them.
•Encouraging employees to be vigilant and report safety hazards as soon as they are identified.
•Providing employees with the necessary equipment (such as PPE) and training to respond to emergencies effectively.

-Just and fair:

•Clearly defining safety policies and procedures and communicating them to all employees.
•Ensuring that the consequences of violating safety policies and procedures are well understood.
•Encouraging employees to report safety incidents and hazards without fear of reprisal.

-Learning:

•Conducting regular safety audits and inspections to identify areas for improvement.
•Analyzing safety incidents and near-misses to identify root causes and develop plans to prevent them from happening again.
•Sharing best practices and lessons learned across the organization and the ships.

Generative Safety Culture characteristics

—The organization knows what's happening in its physical businesses in real time across all levels. Unsafe conditions and activities are detected, reported, and acted upon without delay.

—The organization maintains control, even when things change in planned or unplanned ways. For instance, if equipment starts to malfunction, it is immediately checked, the problem documented, and a decision taken whether to suspend operations or continue for the moment with additional precautions in place.

—The organization relentlessly digs deeper into hidden causes, smaller hazards, unseen opportunities, and systematic controls. For instance, it monitors changing trends in the nature and severity of unsafe acts or conditions and the range and number of people who report them.

Generative Safety Culture

An organization that has reached this stage in its safety transformation isn't taken by surprise by hazards erupting into incidents or near misses. Nor does it wait for others to identify hidden opportunities to raise performance. Instead, it hunts for hazards, waste, and opportunities; rapidly captures the benefits to improve the way it does things in the future; and uses what it has learned to uncover the next set of hazards, waste, and opportunities.

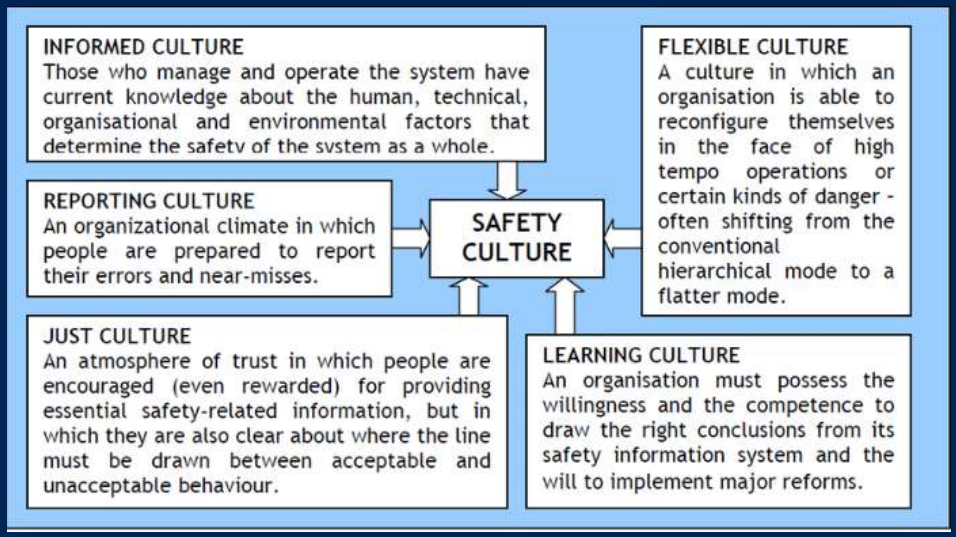
This virtuous cycle generates continuous improvements in the organization's performance, safety, and capabilities and takes it closer to the practices and values that characterize the generative stage in safety leadership.

I-ASC safety culture drivers

Safety Awareness (SAW) Informed Culture	**Senior Management Commitment** (SMC) Just Culture	**Management Commitment** (MAC) Just Culture
Employee Empowerment (EMP) Flexible Culture	**Reporting and Feedback** (RFB) Reporting Culture	**Policies, Processes and Procedures** (PPP) Learning Culture
Communications (COM) Learning Culture	**Just Culture** (JUS) Just Culture	**Learning Organization** (LRN) Learning Culture

 © Ipsos for IATA Aviation Safety Culture Survey

James Reason's safety culture



I-ASC safety culture drivers

Safety Awareness (SAW) Mindful	**Senior Management Commitment** (SMC) Leadership	**Management Commitment** (MAC) Leadership
Employee Empowerment (EMP) Respect	**Reporting and Feedback** (RFB) Reporting Culture	**Policies, Processes and Procedures** (PPP) Learning
Communications (COM) Learning Mindful	**Just Culture** (JUS) Just and fair	**Learning Organization** (LRN) Learning

Hudson – 5 aspects of safety culture

Leadership: Effective safety culture begins with strong leadership. Leaders must set the tone and lead by example, always demonstrating a commitment to safety.

Respect: Regardless of their seniority, all team members should be respected when it comes to safety concerns. This leads to a culture of trust, where workers feel comfortable reporting errors and near misses.

Mindful: A mindful safety culture ensures that everyone is aware of the potential dangers and always ready for the unexpected.

Just and fair: A safety culture that is just and fair establishes clear lines between what is acceptable and unacceptable behavior, creating a culture of accountability and ensuring that everyone takes responsibility for their actions.

Learning: A safety culture that promotes continuous learning is willing to adapt and implement necessary reforms based on lessons learned. Such a culture encourages workers to report errors and near misses, and it uses these incidents as opportunities to learn.

Characteristics of Hudson ladder levels (1 of 2)

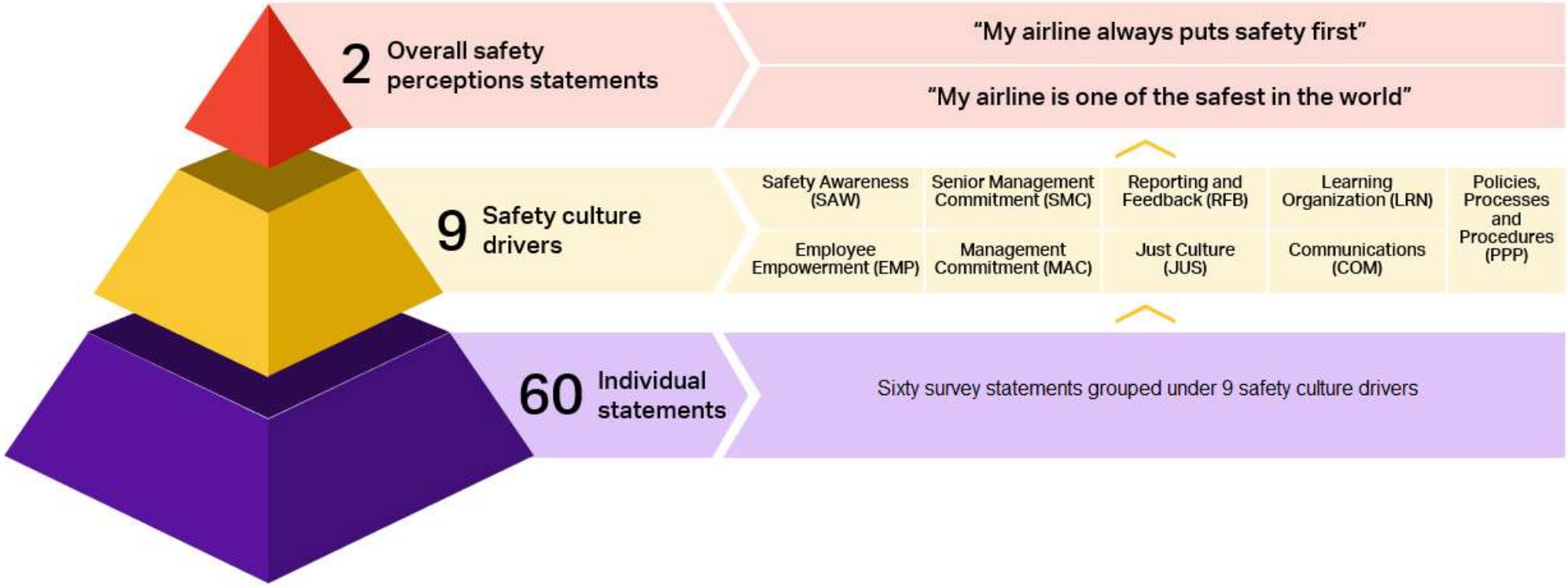
Dimension		Pathological	Reactive	Calculative	Proactive	Generative
E	What are the consequences for non-compliance?	There are few rules about HSE, and those that exist are not enforced. Rule breaking is overlooked, unless something goes wrong - then the 'rule breaker' is disciplined or dismissed. Disciplinary action is mainly seen as a way to protect the organisation from liability.	'Workarounds' are quietly tolerated, as long as nothing bad happens, but obvious rule breaking is not acceptable, especially if an incident has happened recently. People who break rules are either assumed to be incompetent and sent on a training course, or assumed to be reckless and dismissed.	There is a set process for dealing with non-compliance. Its application is rigid and formalised. There are standard actions for the person involved, ranging from discipline to coaching, depending on the category of non-compliance. Actions are sometimes perceived as being unfair or innappropriate.	There is a formal process for dealing with non-compliance, with fair consequences for the individuals involved. It is recognised that people want to do a good job. Non-compliance is usually due to poor quality procedures. These are reviewed and improved.	Individuals feel they are held to account in a fair way. When non-compliance does happen, those involved are considered to be the best people to fix the gap in the system that led to the non-compliance.
F	When do people intervene in unsafe situations?	People look out for themselves. They only intervene in the most dangerous situations. Colleagues hide unsafe working practices to protect each other from being disciplined by management.	Colleagues are told they should intervene in unsafe situations, especially after there have been recent incidents. However, they do not consider intervening at the time, or worry how colleagues will react. Unsafe situations are often ignored.	People are asked to make a certain number of safety interventions and safety observations to meet the organisation's HSE targets. The number of interventions and observations is more important than their effectiveness. Interventions are sometimes confrontational and badly received.	There is genuine care for colleagues and this compels people to intervene in unsafe situations. People are trained on how to intervene (or receive intervention). Interventions usually lead to constructive discussions on how to do things better.	The level of care for colleagues is very high. It feels like a family where everyone looks out for each other. Intervention is rarely necessary, and always provides a welcome chance to work together and resolve potential HSE issues. The quality of conversation is very high.

 © Ipsos for IATA Aviation Safety Culture Survey

Characteristics of Hudson ladder levels (2 of 2)

G	What priority is given to operational safety? (i.e. safety of your primary operations, whether that is drilling for oil, operating trains, or flying aircraft, etc.)	Production and cost reduction are the only priorities. Safety is seen as a cost. The principle is to do things as cheaply as possible while avoiding prosecution.	Keeping operations going is the number one priority. While cost reduction is important, money will be spent to fix safety issues to comply with legal requirements or in response to an incident.	The priority is implementing the HSE management system. Managers talk the talk about operational safety, but don't always walk the walk, especially when production or cost targets are not being met.	Operational safety is a high priority. There is open dialogue about how operational safety and other priorities are managed. The resources and time committed to achieving operational safety are ring-fenced and protected from other demands.	Operational safety is an unquestioned core value. It is understood that both business excellence and safety excellence are achieved with the same actions. The organisation refuses to place other performance objectives above operational safety.
H	What is the role of the HSE department?	If there is an HSE department it has little power or status and it only gets involved after an incident occurs.	The HSE department is seen as a career dead-end or the place to work just before retiring - once in, it is hard to get out. They are advisors who run safety meetings. They are seen as a police force.	The HSE department is large with status and power. It spends a lot of time analysing data, and preparing reports and guidance. It is seen as a separate function to other business operations. Its staff have deep subject matter knowledge and (usually) non-operational backgrounds.	The HSE department is an important specialist function. Its advice is trusted and sought by the line, including senior leaders. A period in HSE management is seen as career enhancing, and many senior leaders have HSE experience.	The HSE department has equal status with all other departments. Senior leaders must have HSE experience. The role of the HSE department is to provide expertise, coaching and specialist support to the operational managers who have the day-to-day responsibility for HSE.

How We Did It: Explaining Overall Safety Perceptions



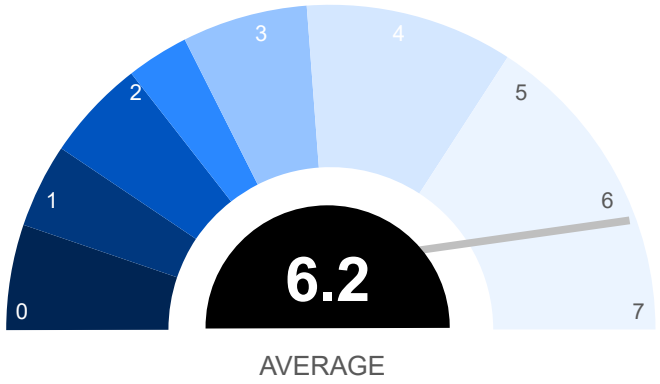
 © Ipsos for IATA Aviation Safety Culture Survey

EXECUTIVE SUMMARY

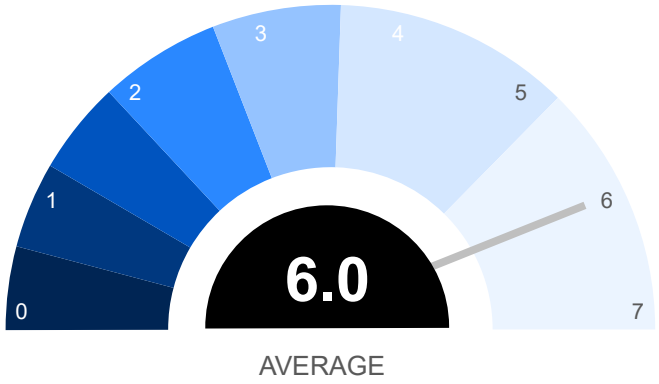
Overall Safety Perceptions

The sentiment of the employees is high at Vietnam Airlines with an average score close to 6 out of 7 points.

MY EMPLOYER ALWAYS PUTS SAFETY FIRST
(AVERAGE SCORE)



MY EMPLOYER IS ONE OF THE SAFEST IN THE WORLD
(AVERAGE SCORE)



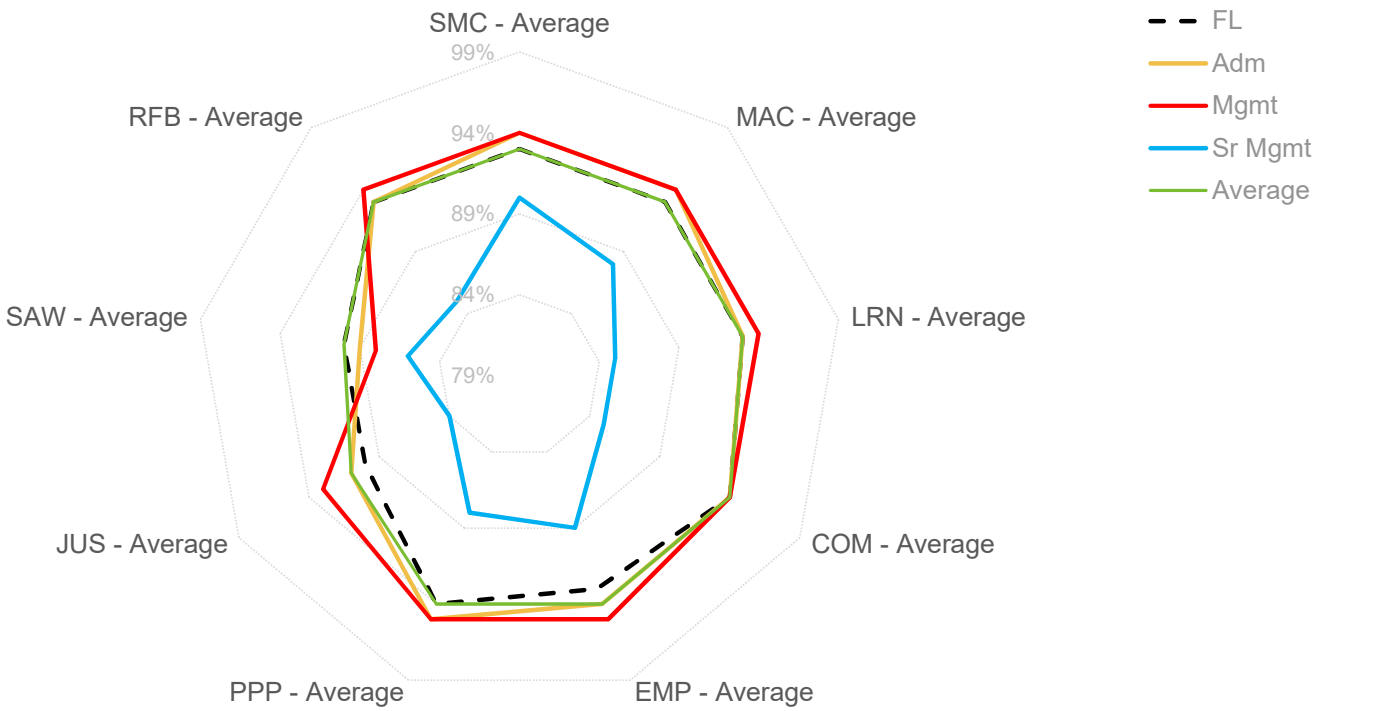
 © Ipsos for IATA Aviation Safety Culture survey
Base: All respondents (n=9938)

Senior Management ratings are lower than those of other Vietnam Airline employees

All subgroups have high results across all safety areas, with the exception of Sr Mgmt.

There is strong consistency in results by subgroup in all safety areas.

PERFORMANCE BY HIERARCHY/ AREA



Base: All respondents (n=9939)

*Caution, small base size (n<30).

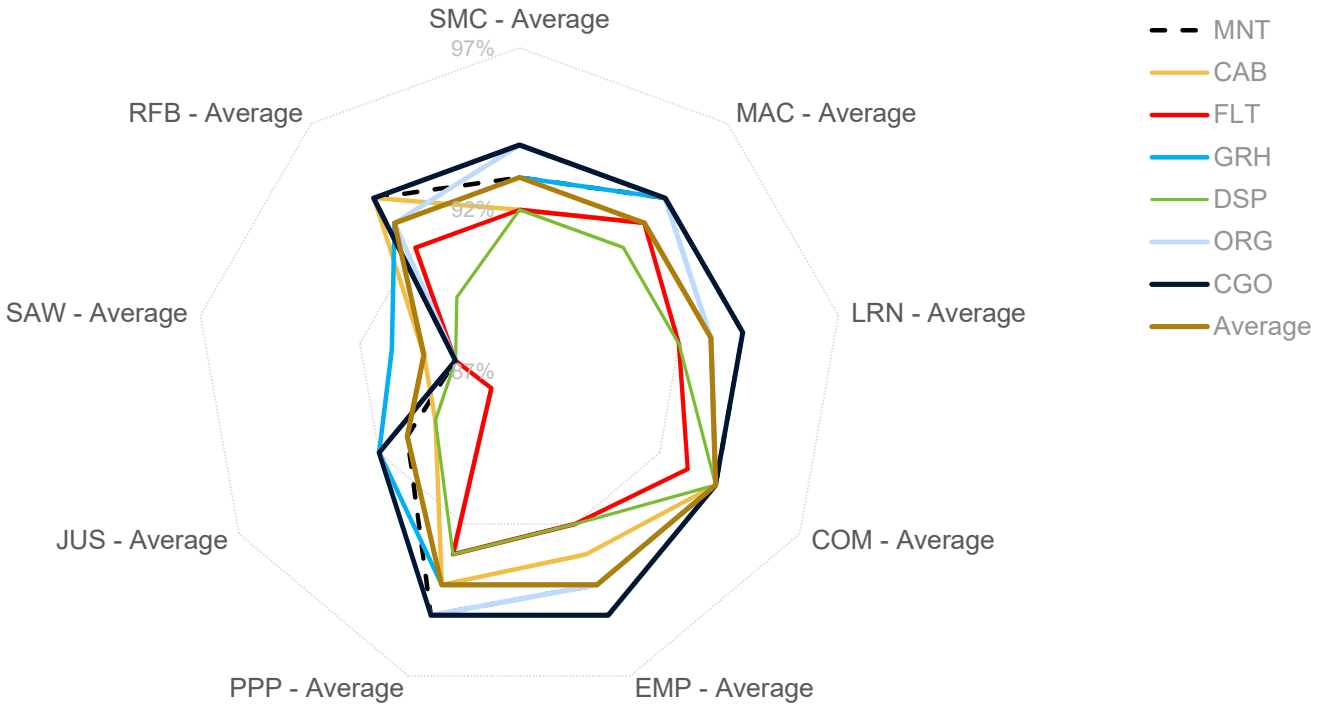
 © Ipsos for IATA Aviation Safety Culture survey

CGO provides the highest ratings by Org Section

There is not much variation in ratings by Org Section.

Results are high across all subgroups.

PERFORMANCE BY ORGANIZATION SECTION



Base: All respondents (n=9939)

 © Ipsos for IATA Aviation Safety Culture survey

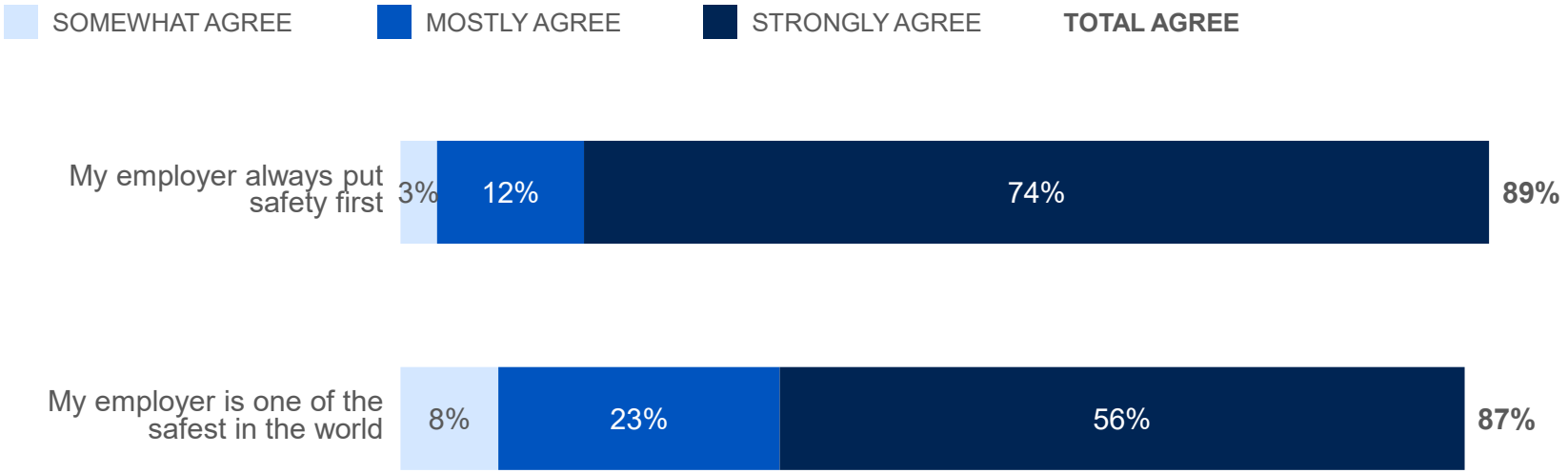
MAIN RESULTS

 © Ipsos for IATA Aviation Safety Culture survey

Overall Safety Perceptions

Most Vietnam Airlines employees agree with the statements “My employer always puts safety first” and “My employer is one of the safest in the world”. The proportion of employees who ‘strongly agree’ is higher for the safety-first statement.

OVERALL SAFETY PERCEPTIONS (AGREE 5,6,7 – SCALE OF 1-7)



 © Ipsos for IATA Aviation Safety Culture survey
Base: All respondents (n=933)

Overall Safety Perceptions by Hierarchies and Org. Sections

Safety perceptions are higher among Admin and Management and ORG and CGO sections. Sr Management and CAB have the lowest perceptions of safety at Vietnam Airlines.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
My employer always puts safety first.	89%	93%	87%	92%	68%	91%	84%	86%	90%	90%	94%	93%
My employer is one of the safest in the world.	87%	91%	85%	91%	60%	88%	84%	83%	88%	90%	93%	89%

Indicates scores 5+ points **below** average
Indicates scores 5+ points **above** average

 © Ipsos for IATA Aviation Safety Culture survey

*Caution, small base size (n<30).

Overall Safety Perceptions: Comparison to Benchmarks

Vietnam Airlines meets or exceeds the benchmark values for both statements across all Hierarchy and Org Section categories besides Senior Management.

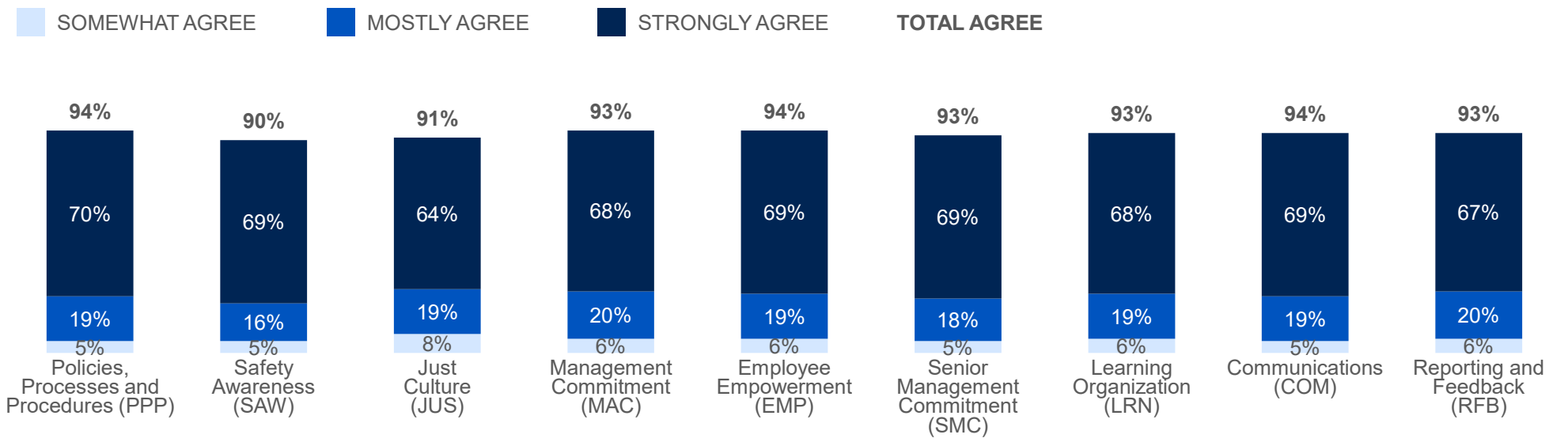
TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12*	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
My employer always puts safety first.	3%	3%	3%	0%	-23%	5%	0%	7%	5%	3%	5%	2%
My employer is one of the safest in the world.	3%	2%	3%	1%	-29%	4%	1%	4%	5%	5%	4%	3%

 © Ipsos for IATA Aviation Safety Culture survey

Performance by Safety Culture Component

All components have very high scores. Ratings are slightly lower for SAW and JUS compared to other components.

PERFORMANCE BY SAFETY CULTURE COMPONENT (AGREE 5,6,7 – SCALE OF 1-7)



Base: All respondents (n=9939)

 © Ipsos for IATA Aviation Safety Culture survey

Performance by Safety Culture Component

Results are high across all Hierarchy and Org Section subgroups. Sr Management is below average in a number of areas: MAC, LRN, COM, EMP, PPP, JUS, and RFB.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Senior Management Commitment (SMC)	93%	94%	93%	94%	90%	93%	92%	92%	93%	92%	94%	94%
Management Commitment (MAC)	93%	94%	93%	94%	88%	94%	93%	93%	94%	92%	94%	94%
Learning Organization (LRN)	93%	93%	93%	94%	85%	94%	93%	92%	93%	92%	93%	94%
Communications (COM)	94%	94%	94%	94%	85%	94%	94%	93%	94%	94%	94%	94%
Employee Empowerment (EMP)	94%	94%	93%	95%	89%	94%	93%	92%	94%	92%	94%	95%
Policies, Processes & Procedures (PPP)	94%	95%	94%	95%	88%	95%	94%	93%	94%	93%	95%	95%
Just Culture (JUS)	91%	91%	90%	93%	84%	91%	90%	88%	92%	90%	92%	92%
Safety Awareness (SAW)	90%	89%	90%	88%	86%	89%	90%	89%	91%	89%	89%	89%
Reporting & Feedback (RFB) – Average	93%	93%	93%	94%	85%	94%	94%	92%	93%	90%	93%	94%

Indicates scores 5+ points **below** average
Indicates scores 5+ points **above** average

 © Ipsos for IATA Aviation Safety Culture survey

*Caution, small base size (n<30).

Performance by Safety Culture Component: Comparison to Benchmarks

Vietnam Airlines performs higher than benchmark values in each component of Safety Culture besides SAW. Sr Management is the only subgroup reporting lower than benchmark values.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Senior Management Commitment (SMC)	8%	7%	9%	3%	-4%	10%	6%	12%	10%	6%	9%	5%
Management Commitment (MAC)	8%	8%	9%	3%	-6%	12%	8%	9%	10%	5%	8%	5%
Learning Organization (LRN)	6%	7%	7%	3%	-8%	9%	5%	7%	8%	3%	8%	6%
Communications (COM)	9%	11%	9%	4%	-6%	12%	7%	10%	9%	8%	11%	6%
Employee Empowerment (EMP)	8%	7%	8%	4%	-3%	10%	5%	7%	10%	6%	8%	7%
Policies, Processes & Procedures (PPP)	4%	6%	5%	2%	-6%	7%	3%	4%	5%	2%	7%	3%
Just Culture (JUS)	7%	6%	7%	3%	-9%	8%	6%	3%	9%	3%	6%	4%
Safety Awareness (SAW)	1%	2%	0%	-2%	-2%	0%	0%	-1%	2%	-1%	3%	-1%
Reporting & Feedback (RFB)	10%	13%	10%	8%	2%	14%	10%	8%	10%	7%	14%	8%

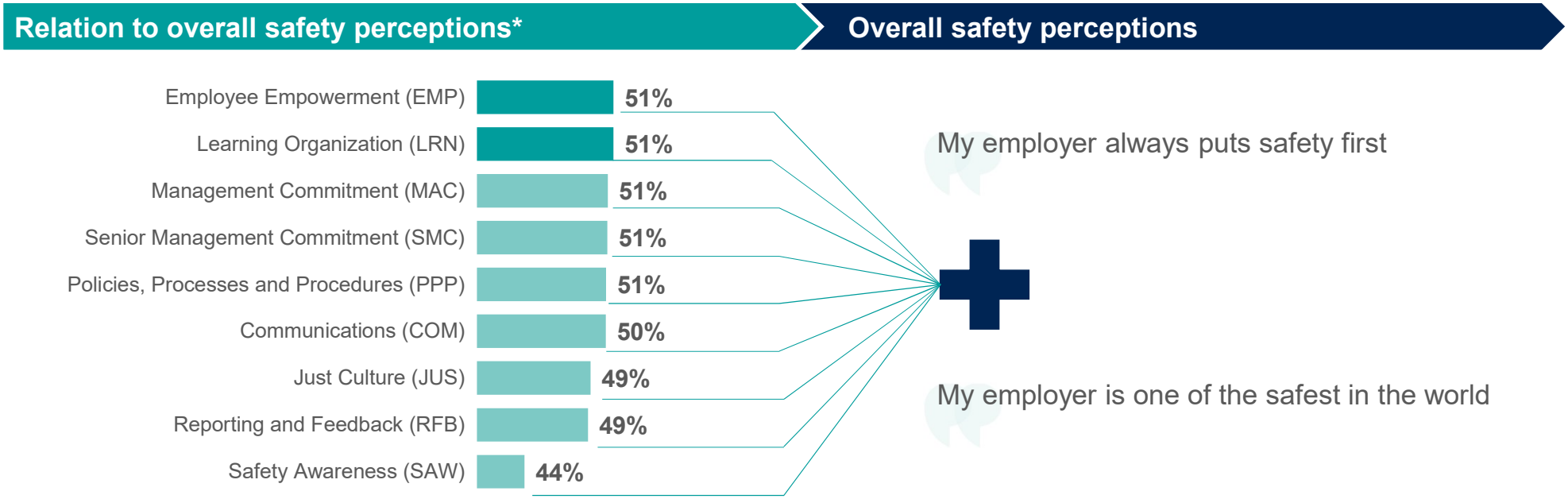
 © Ipsos for IATA Aviation Safety Culture survey

WHAT REALLY MATTERS

 © Ipsos for IATA Aviation Safety Culture survey

Importance of Safety Culture Drivers

Looking at the impact of the safety areas on overall safety perceptions, Employee Empowerment (EMP) and Learning Organization (LRN) are the most important areas in relation to safety perceptions. Most areas are similar in terms of their impact on safety perceptions, except for Safety Awareness (SAW), which is of lower importance.



Base: All respondents (n=9939)

* Derived from correlation analysis performed on each statement. See slide 7 for details.

 © Ipsos for IATA Aviation Safety Culture survey

Areas of Improvement

This chart maps the nine survey areas based on their performance (Total Agree **score from employees**) and their **importance**, derived from their relation to overall safety perceptions.

RFB, JUS, LRN: Improve performance

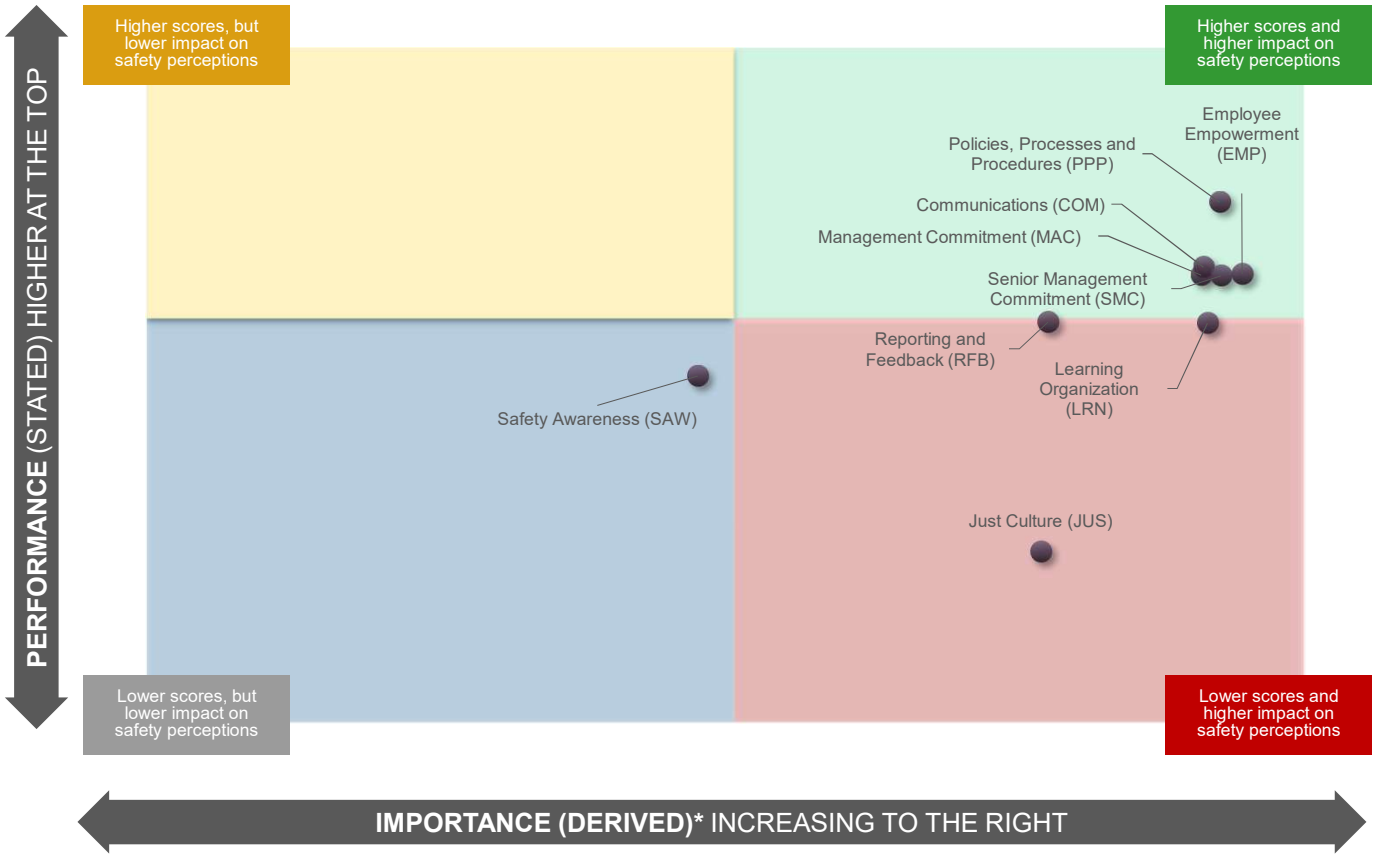
These are areas of lower performance, with high impact on overall safety perceptions.

PPP, MAC, SMC, COM, EMP: Maintain and Monitor for shifts

Given their high impact on overall safety perceptions, Vietnam Airlines should continue to maintain high performance in these areas.

SAW: Non-issue

This area is slightly lower in terms of performance but is also of lower importance.



 © Ipsos for IATA Aviation Safety Culture survey

Base: All respondents (n=9939)

* Derived from correlation analysis performed on each statement. See slide 7 for details.

DETAILED FINDINGS

EMPLOYEE EMPOWERMENT

EMP

SECTION I

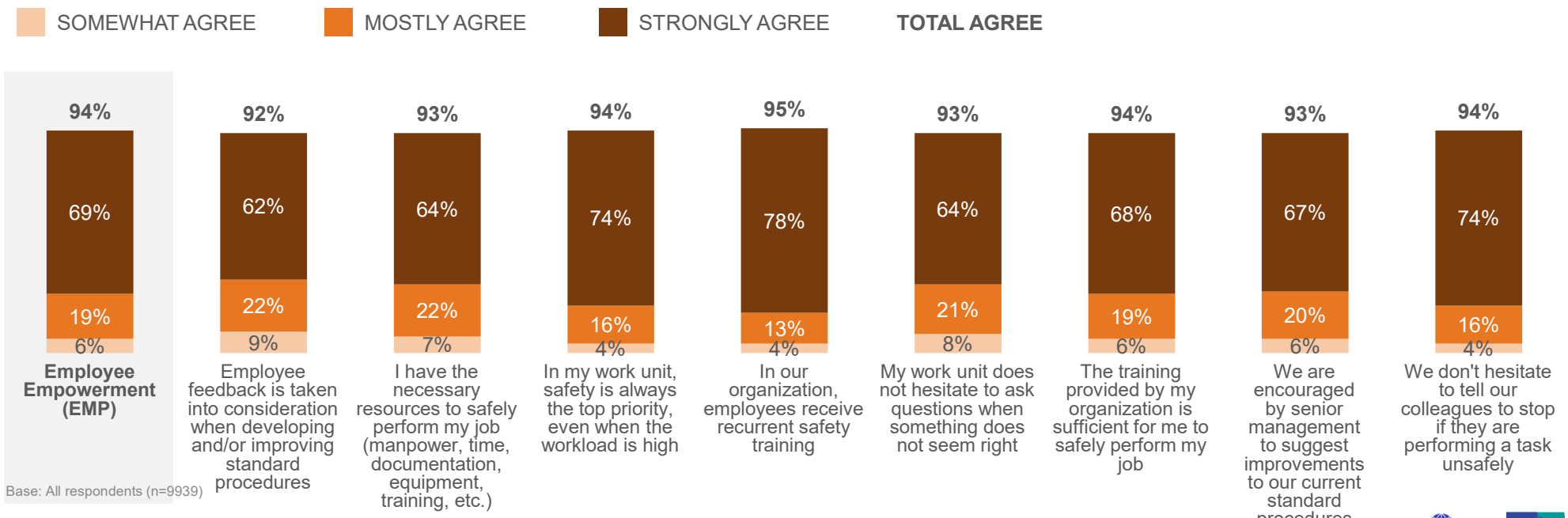
 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements

EMP

Employee Empowerment ratings are across all statements. The highest score at 95% is for employees receiving recurrent safely training, while the lowest is employee feedback taken into consideration at 92%.

PERFORMANCE BY STATEMENT (AGREE 5,6,7 – SCALE OF 1-7)



Base: All respondents (n=9939)

 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements

EMP

Ratings are highest for CGO, followed by MNT, GRH, and ORG. Front Line has lower ratings compared to Management. Employees under Senior Management have lower results compared to the average.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Employee Empowerment (EMP)	94%	94%	93%	95%	89%	94%	93%	92%	94%	92%	94%	95%
Employee feedback is taken into consideration when developing and/or improving standard procedures	92%	93%	92%	95%	85%	93%	91%	90%	93%	92%	94%	94%
I have the necessary resources to safely perform my job (manpower, time, documentation, equipment, training, etc.)	93%	94%	93%	95%	85%	93%	93%	93%	93%	91%	95%	94%
In my work unit, safety is always the top priority, even when the workload is high	94%	95%	93%	95%	85%	94%	93%	94%	94%	93%	94%	94%
In our organization, employees receive recurrent safety training	95%	94%	95%	94%	85%	95%	96%	94%	95%	93%	93%	96%
My work unit does not hesitate to ask questions when something does not seem right	93%	94%	93%	95%	93%	94%	92%	92%	93%	93%	94%	95%
The training provided by my organization is sufficient for me to safely perform my job	94%	92%	94%	94%	93%	94%	94%	92%	94%	92%	92%	94%
We are encouraged by senior management to suggest improvements to our current standard procedures	93%	95%	93%	95%	93%	94%	93%	91%	94%	93%	95%	95%
We don't hesitate to tell our colleagues to stop if they are performing a task unsafely	94%	95%	94%	96%	93%	96%	94%	94%	94%	90%	94%	95%

Indicates scores 5+ points **below** average
Indicates scores 5+ points **above** average

 © Ipsos for IATA Aviation Safety Culture survey

*Caution, small base size (n<30).

Performance on Individual Statements: Comparison to Benchmarks

EMP

In general, Vietnam Airlines is higher than benchmark values on all statements related to Employee Empowerment, aside from Sr Management, which is below benchmark for most statements. An area of strong performance is employee feedback being taken into consideration when developing/improving standard procedures.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Employee Empowerment (EMP)	8%	7%	8%	4%	-3%	10%	5%	7%	10%	6%	8%	7%
Employee feedback is taken into consideration when developing and/or improving standard procedures	14%	11%	15%	5%	-7%	17%	11%	20%	15%	13%	12%	7%
I have the necessary resources to safely perform my job (manpower, time, documentation, equipment, training, etc.)	11%	10%	11%	8%	-6%	16%	8%	10%	13%	15%	13%	8%
In my work unit, safety is always the top priority, even when the workload is high	7%	7%	6%	2%	-7%	8%	6%	6%	9%	6%	8%	7%
In our organization, employees receive recurrent safety training	5%	4%	4%	3%	-6%	10%	2%	2%	7%	4%	6%	9%
My work unit does not hesitate to ask questions when something does not seem right	4%	2%	5%	1%	-2%	4%	3%	4%	6%	0%	3%	6%
The training provided by my organization is sufficient for me to safely perform my job	4%	3%	4%	3%	7%	9%	2%	3%	8%	1%	5%	4%
We are encouraged by senior management to suggest improvements to our current standard procedures	11%	7%	12%	4%	-2%	12%	9%	15%	11%	6%	11%	7%
We don't hesitate to tell our colleagues to stop if they are performing a task unsafely	4%	8%	4%	3%	0%	7%	4%	3%	6%	1%	9%	2%

 © Ipsos for IATA Aviation Safety Culture survey

Importance of Individual Statements

EMP

1st

THE MOST IMPORTANT AREA
(OUT OF 9)

Employee Empowerment impacts safety perceptions from the bottom up.

Employee Empowerment has significant relevance in relation to safety perceptions as workers are very close to every process. The statements with the greatest impact are “In my work unit, safety is always the top priority, even when the workload is high” and “We are encouraged by senior management to suggest improvements to our current standard procedures”.

RELATION TO OVERALL SAFETY PERCEPTIONS*

Base: All respondents (n=9939)

* Derived from correlation analysis performed on each statement. See slide 7 for details.

 © Ipsos for IATA Aviation Safety Culture survey

LEARNING ORGANIZATION

LRN

SECTION II

 © Ipsos for IATA Aviation Safety Culture survey

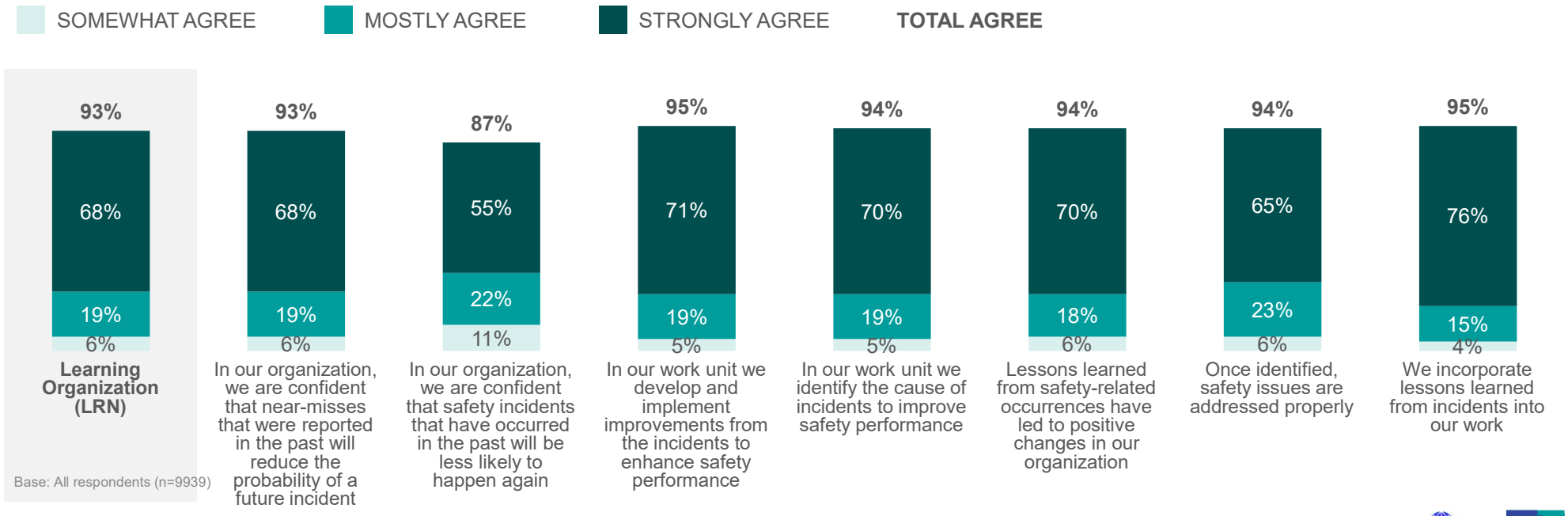
IATA Ipsos

Performance on Individual Statements

LRN

All statements have strong performance for Learning Organization. “We incorporate lessons learned into our work” (95% agree) has the strongest level of agreement, while “In our organization, we are confident that safety incidents that have occurred in the past will be less likely to happen again” having the least agreement (87%).

PERFORMANCE BY STATEMENT (AGREE 5,6,7 – SCALE OF 1-7)



Base: All respondents (n=9939)

 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements

LRN

Looking at results by Org Section, MNT and CGO provide the highest ratings. Senior Management has the lowest ratings in Learning Organization.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Learning Organization (LRN)	93%	93%	93%	94%	85%	94%	93%	92%	93%	92%	93%	94%
In our organization, we are confident that near-misses that were reported in the past will reduce the probability of a future incident	93%	93%	92%	94%	93%	95%	92%	93%	93%	92%	91%	93%
In our organization, we are confident that safety incidents that have occurred in the past will be less likely to happen again	87%	87%	88%	85%	68%	86%	88%	86%	88%	85%	86%	91%
In our work unit we develop and implement improvements from the incidents to enhance safety performance	95%	94%	95%	95%	77%	95%	95%	94%	95%	94%	94%	95%
In our work unit we identify the cause of incidents to improve safety performance	94%	94%	94%	95%	85%	95%	94%	93%	94%	91%	94%	94%
Lessons learned from safety-related occurrences have led to positive changes in our organization	94%	94%	94%	96%	93%	96%	95%	93%	94%	94%	95%	95%
Once identified, safety issues are addressed properly	94%	95%	94%	94%	85%	94%	94%	93%	94%	95%	95%	94%
We incorporate lessons learned from incidents into our work	95%	95%	95%	97%	93%	97%	95%	94%	95%	94%	96%	96%

Indicates scores 5+ points **below** average
Indicates scores 5+ points **above** average

 © Ipsos for IATA Aviation Safety Culture survey

*Caution, small base size (n<30).

Performance on Individual Statements: Comparison to Benchmarks

LRN

Vietnam Airlines performs above than benchmark values for all LRN statements. Results for “In our organization, we are confident that safety incidents that have occurred in the past will be less likely to happen again” are lower than other statements. Sr Management scores are below benchmark values for most statements.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Learning Organization (LRN)	6%	7%	7%	3%	-8%	9%	5%	7%	8%	3%	8%	6%
In our organization, we are confident that near-misses that were reported in the past will reduce the probability of a future incident	7%	8%	7%	3%	0%	12%	5%	8%	9%	5%	5%	4%
In our organization, we are confident that safety incidents that have occurred in the past will be less likely to happen again	2%	2%	4%	-4%	-24%	2%	2%	4%	4%	-4%	1%	5%
In our work unit we develop and implement improvements from the incidents to enhance safety performance	9%	9%	9%	5%	-12%	11%	7%	8%	9%	5%	12%	7%
In our work unit we identify the cause of incidents to improve safety performance	6%	10%	6%	4%	-5%	9%	4%	5%	6%	2%	10%	6%
Lessons learned from safety-related occurrences have led to positive changes in our organization	7%	7%	8%	4%	-3%	11%	6%	8%	9%	3%	9%	4%
Once identified, safety issues are addressed properly	8%	9%	9%	2%	-8%	10%	8%	11%	9%	8%	9%	7%
We incorporate lessons learned from incidents into our work	6%	6%	7%	5%	-1%	10%	4%	6%	8%	2%	8%	7%

 © Ipsos for IATA Aviation Safety Culture survey

Importance of Individual Statements

LRN

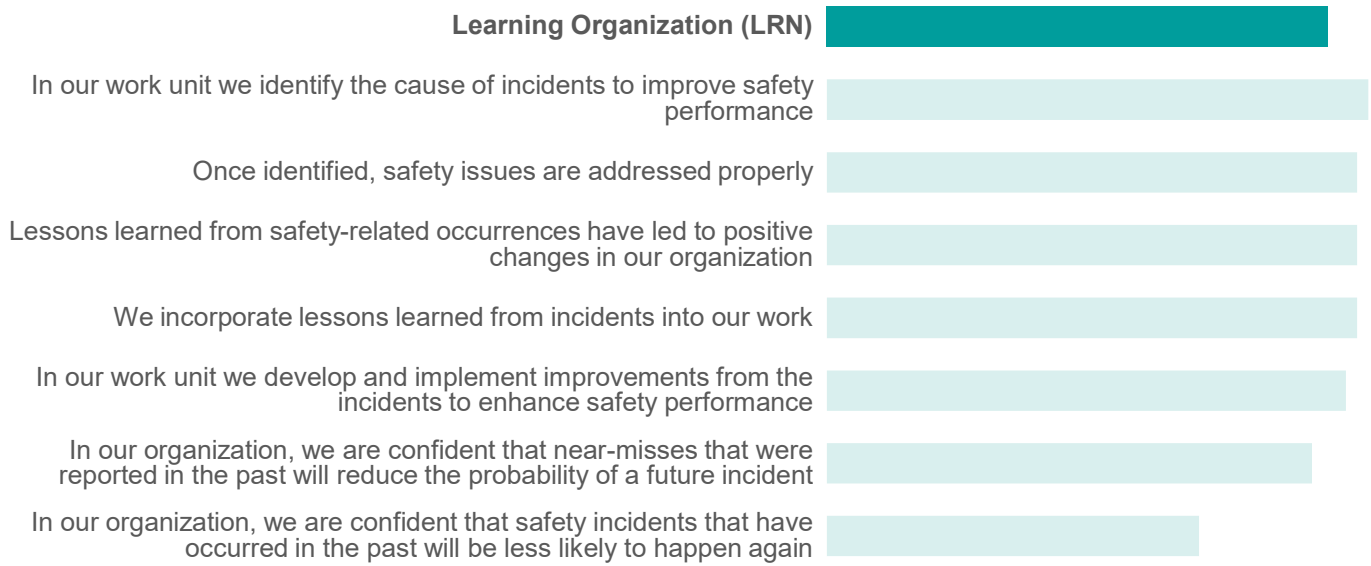
2nd

THE 2nd MOST IMPORTANT AREA
(OUT OF 9)

Properly addressing safety issues when identified is vital to overall perceptions.

Learning Organization is the second-most critical area in relation to overall safety perceptions at Vietnam Airlines. For the greatest impact, focus on identifying causes of incidents to improve safety performance.

RELATION TO OVERALL SAFETY PERCEPTIONS*



Base: All respondents (n=9939)

* Derived from correlation analysis performed on each statement. See slide 7 for details.

 © Ipsos for IATA Aviation Safety Culture survey

MANAGEMENT COMMITMENT

MAC

SECTION III

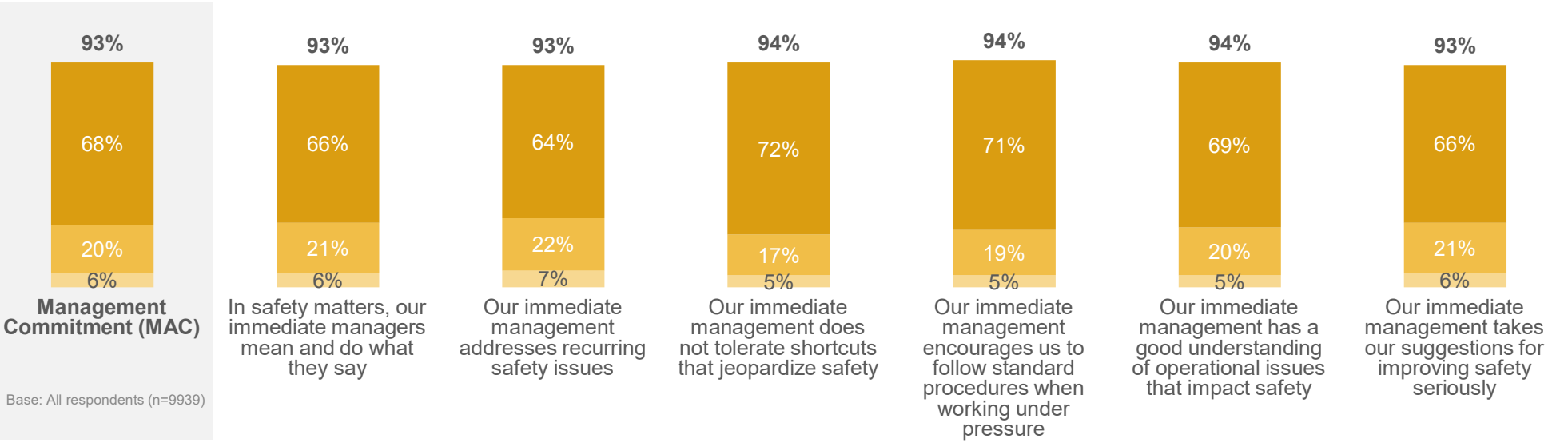
 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements

MAC

Performance in Management Commitment is high across all statements. 72% of employees strongly agreed with the statement “Our immediate management does not tolerate shortcuts that jeopardize safety”.

PERFORMANCE BY STATEMENT (AGREE 5,6,7 – SCALE OF 1-7)



Base: All respondents (n=9939)

 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements

MAC

Ratings are highest for MNT, GRH, ORG, and CGO. Admin and Management have the highest ratings in Hierarchy with Sr Management recording below average scores on most statements.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Management Commitment (MAC) – Average	93%	94%	93%	94%	88%	94%	93%	93%	94%	92%	94%	94%
In safety matters, our immediate managers mean and do what they say	93%	93%	93%	94%	85%	94%	93%	93%	94%	90%	93%	94%
Our immediate management addresses recurring safety issues	93%	92%	93%	93%	85%	93%	93%	93%	93%	92%	91%	94%
Our immediate management does not tolerate shortcuts that jeopardize safety	94%	94%	94%	94%	93%	94%	93%	93%	94%	92%	94%	94%
Our immediate management encourages us to follow standard procedures when working under pressure	94%	95%	94%	96%	93%	94%	93%	94%	94%	94%	95%	94%
Our immediate management has a good understanding of operational issues that impact safety	94%	94%	94%	95%	85%	95%	94%	91%	94%	93%	94%	94%
Our immediate management takes our suggestions for improving safety seriously	93%	94%	93%	95%	85%	94%	92%	91%	94%	91%	94%	94%

 © Ipsos for IATA Aviation Safety Culture survey

Indicates scores 5+ points **below** average
Indicates scores 5+ points **above** average

ABCD/EFGHIJK % noted is significantly higher than segment represented by letter.

*Caution, small base size (n<30).

Performance on Individual Statements: Comparison to Benchmarks

Aside from low ratings among Sr Management, Vietnam Airlines performance is above benchmark values for all statements in the area of Management Commitment.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Management Commitment (MAC)	8%	8%	9%	3%	-6%	12%	8%	9%	10%	5%	8%	5%
In safety matters, our immediate managers mean and do what they say	9%	7%	10%	2%	-8%	12%	10%	11%	12%	4%	8%	3%
Our immediate management addresses recurring safety issues	8%	7%	9%	2%	-8%	12%	8%	9%	10%	7%	7%	6%
Our immediate management does not tolerate shortcuts that jeopardize safety	8%	7%	9%	3%	-3%	11%	8%	7%	9%	3%	7%	2%
Our immediate management encourages us to follow standard procedures when working under pressure	7%	9%	7%	4%	-3%	12%	5%	3%	9%	6%	10%	7%
Our immediate management has a good understanding of operational issues that impact safety	8%	6%	8%	3%	-8%	10%	8%	7%	8%	3%	8%	3%
Our immediate management takes our suggestions for improving safety seriously	10%	8%	11%	4%	-9%	14%	9%	13%	12%	6%	9%	10%

 © Ipsos for IATA Aviation Safety Culture survey

Importance of Individual Statements

MAC

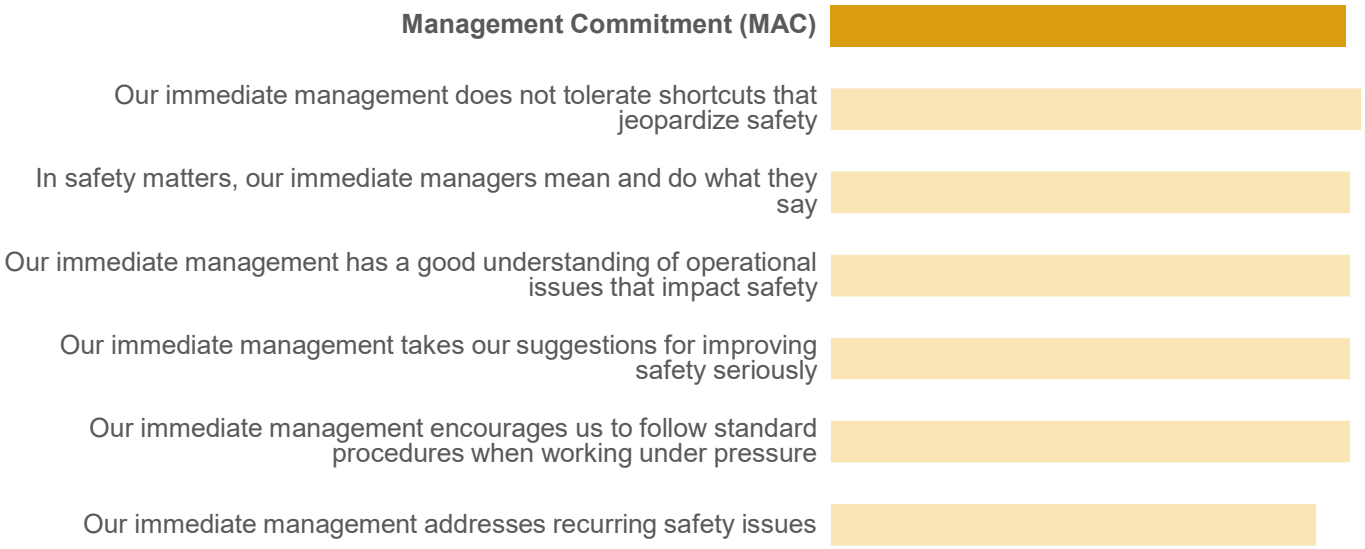
3rd

THE 3rd MOST IMPORTANT AREA
(OUT OF 9)

Knowing that management is commited to safety plays a critical role.

Management Commitment is very important to overall safety perceptions. The statement with the greatest impact, even though they all have impact, is “Our immediate management does not tolerate shortcuts that jeopardize safety”.

RELATION TO OVERALL SAFETY PERCEPTIONS*



Base: All respondents (n=9939)

* Derived from correlation analysis performed on each statement. See slide 7 for details.

 © Ipsos for IATA Aviation Safety Culture survey

SENIOR MANAGEMENT COMMITMENT

SMC

SECTION IV

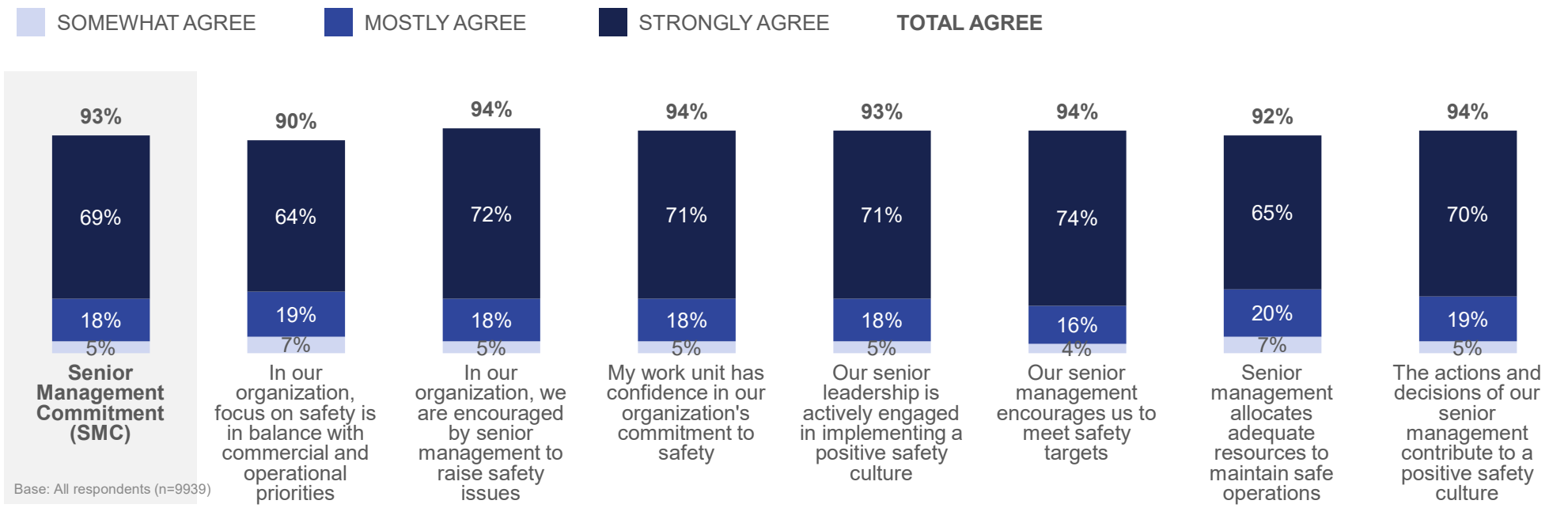
 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements

SMC

All statements achieved very high results. The statement that scored lowest is “In our organization, focus on safety is in balance with commercial and operational priorities”.

PERFORMANCE BY STATEMENT (AGREE 5,6,7 – SCALE OF 1-7)



Base: All respondents (n=9939)

 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements

SMC

Ratings are highest for ORG and CGO and for Admin and Management. Sr Management is lower on some statements compared to average.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Senior Management Commitment (SMC)	93%	94%	93%	94%	90%	93%	92%	92%	93%	92%	94%	94%
In our organization, focus on safety is in balance with commercial and operational priorities	90%	91%	91%	86%	85%	88%	91%	90%	91%	90%	90%	92%
In our organization, we are encouraged by senior management to raise safety issues	94%	94%	94%	95%	85%	94%	95%	93%	94%	92%	95%	94%
My work unit has confidence in our organization's commitment to safety	94%	95%	94%	96%	93%	95%	94%	94%	95%	92%	96%	95%
Our senior leadership is actively engaged in implementing a positive safety culture	93%	95%	93%	95%	93%	94%	92%	93%	94%	93%	95%	93%
Our senior management encourages us to meet safety targets	94%	95%	94%	94%	93%	95%	94%	94%	94%	93%	95%	94%
Senior management allocates adequate resources to maintain safe operations	92%	93%	91%	94%	85%	92%	89%	91%	92%	93%	94%	94%
The actions and decisions of our senior management contribute to a positive safety culture	94%	94%	93%	96%	93%	94%	93%	93%	94%	92%	95%	94%

Indicates scores 5+ points **below** average
Indicates scores 5+ points **above** average

 © Ipsos for IATA Aviation Safety Culture survey

*Caution, small base size (n<30).

Performance on Individual Statements: Comparison to Benchmarks

SMC

With the exception of Sr Management, Vietnam Airlines is above benchmark values for almost all statements. FLT, MNT, and GRH exceed their respective benchmarks by the highest amount.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Senior Management Commitment (SMC)	8%	7%	9%	3%	-4%	10%	6%	12%	10%	6%	9%	5%
In our organization, focus on safety is in balance with commercial and operational priorities	8%	7%	10%	-1%	-6%	7%	9%	14%	8%	6%	8%	4%
In our organization, we are encouraged by senior management to raise safety issues	7%	4%	7%	1%	-9%	8%	6%	6%	8%	5%	7%	4%
My work unit has confidence in our organization's commitment to safety	6%	6%	7%	3%	-4%	9%	6%	10%	9%	5%	7%	4%
Our senior leadership is actively engaged in implementing a positive safety culture	9%	7%	9%	2%	-2%	12%	6%	13%	11%	5%	9%	4%
Our senior management encourages us to meet safety targets	9%	11%	10%	3%	-2%	12%	8%	13%	11%	7%	13%	8%
Senior management allocates adequate resources to maintain safe operations	10%	9%	10%	5%	-9%	13%	6%	14%	12%	12%	11%	8%
The actions and decisions of our senior management contribute to a positive safety culture	10%	6%	10%	3%	-3%	12%	8%	16%	11%	5%	9%	5%

 © Ipsos for IATA Aviation Safety Culture survey

Importance of Individual Statements

SMC

4th

THE 4th MOST IMPORTANT AREA
(OUT OF 9)

Senior Management is important to employees' perceptions of safety.

Senior Management Commitment is the 4th most important area in relation to safety perceptions at Vietnam Airlines. The top statement in terms of its impact include the work unit's confidence in the organization's commitment to safety.

RELATION TO OVERALL SAFETY PERCEPTIONS*

Base: All respondents (n=9939)

* Derived from correlation analysis performed on each statement. See slide 7 for details.

 © Ipsos for IATA Aviation Safety Culture survey

POLICIES, PROCESSES AND PROCEDURES

PPP

SECTION V

 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements

PPP

Vietnam Airlines employees provide high ratings across all PPP statements.

PERFORMANCE BY STATEMENT (AGREE 5,6,7 – SCALE OF 1-7)

Base: All respondents (n=9939)

 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements

PPP

Ratings are highest for MNT, ORG, and CGO in Org Section. Sr Management is below average.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Policies, Processes and Procedures (PPP)	94%	95%	94%	95%	88%	95%	94%	93%	94%	93%	95%	95%
Existing standard procedures are easy to follow during normal operations	93%	94%	93%	93%	84%	93%	93%	93%	94%	94%	93%	95%
Existing standard procedures support safe operations	94%	96% B	94%	94%	93%	94%	94%	95%	94%	92%	96%	95%
I know my organization's safety objectives/goals	95%	95%	95%	95%	93%	95%	96%	93%	95%	92%	96%	96%
I know my organization's safety policy	95%	95%	95%	96%	77%	95%	96%	95%	95%	95%	95%	95%
In our organization, safety incidents are investigated in accordance with our existing policy (-ies)	95%	95%	94%	95%	93%	95%	95%	92%	95%	94%	95%	95%
Our organization has a hazard identification process in place	93%	93%	94%	95%	85%	95%	93%	92%	94%	90%	94%	94%

Indicates scores 5+ points **below** average
Indicates scores 5+ points **above** average

 © Ipsos for IATA Aviation Safety Culture survey

*Caution, small base size (n<30).

Performance on Individual Statements: Comparison to Benchmarks

PPP

Looking at overall results, Vietnam Airlines above benchmark values in Policies, Processes and Procedures, particularly among MNT, ORG, and Admin. Sr Management scores are below benchmark values.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Policies, Processes and Procedures (PPP)	4%	6%	5%	2%	-6%	7%	3%	4%	5%	2%	7%	3%
Existing standard procedures are easy to follow during normal operations	4%	7%	4%	3%	-8%	7%	2%	5%	5%	4%	8%	4%
Existing standard procedures support safe operations	4%	5%	4%	-1%	-2%	6%	4%	6%	4%	1%	5%	2%
I know my organization's safety objectives/goals	3%	5%	3%	1%	-3%	4%	3%	2%	3%	-2%	8%	3%
I know my organization's safety policy	2%	2%	2%	1%	-17%	4%	1%	1%	3%	0%	6%	0%
In our organization, safety incidents are investigated in accordance with our existing policy (-ies)	8%	9%	7%	1%	-3%	9%	7%	5%	8%	5%	9%	5%
Our organization has a hazard identification process in place	7%	7%	8%	4%	-6%	11%	5%	5%	7%	4%	7%	5%

 © Ipsos for IATA Aviation Safety Culture survey

Importance of Individual Statements

PPP

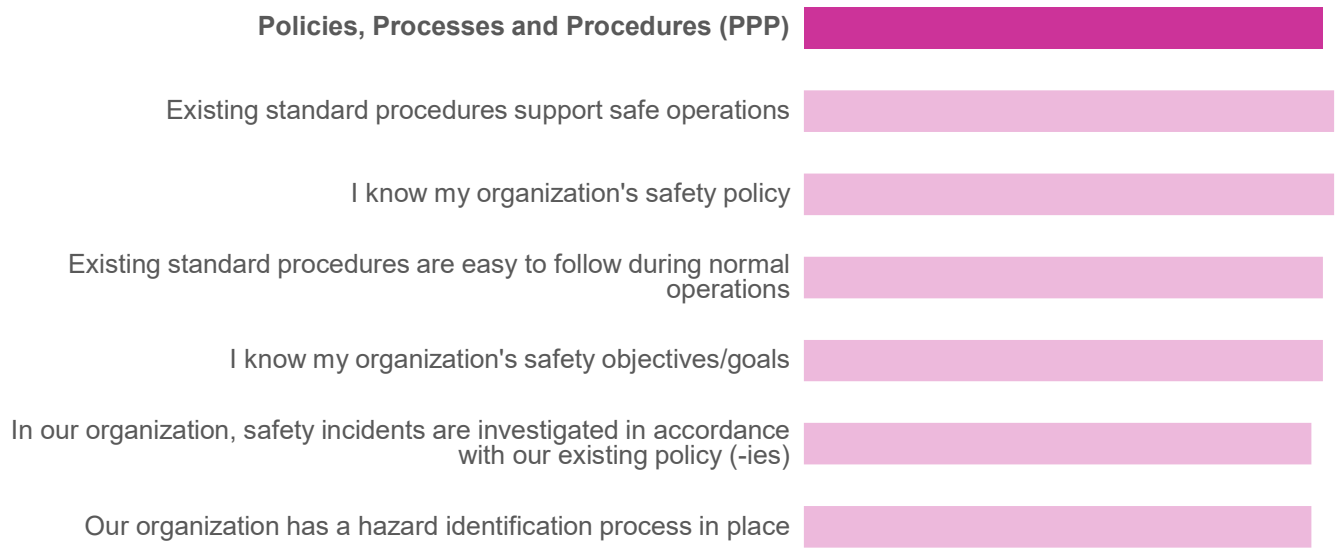
5th

THE 5th MOST IMPORTANT AREA
(OUT OF 9)

The impact of PPP on safety perceptions is mid-range.

Policies, Processes and Procedures is the 5th most important area for safety perceptions. All statements have similar impact overall.

RELATION TO OVERALL SAFETY PERCEPTIONS*



Base: All respondents (n=9939)

* Derived from correlation analysis performed on each statement. See slide 7 for details.

 © Ipsos for IATA Aviation Safety Culture survey

COMMUNICATIONS

COM

SECTION VI

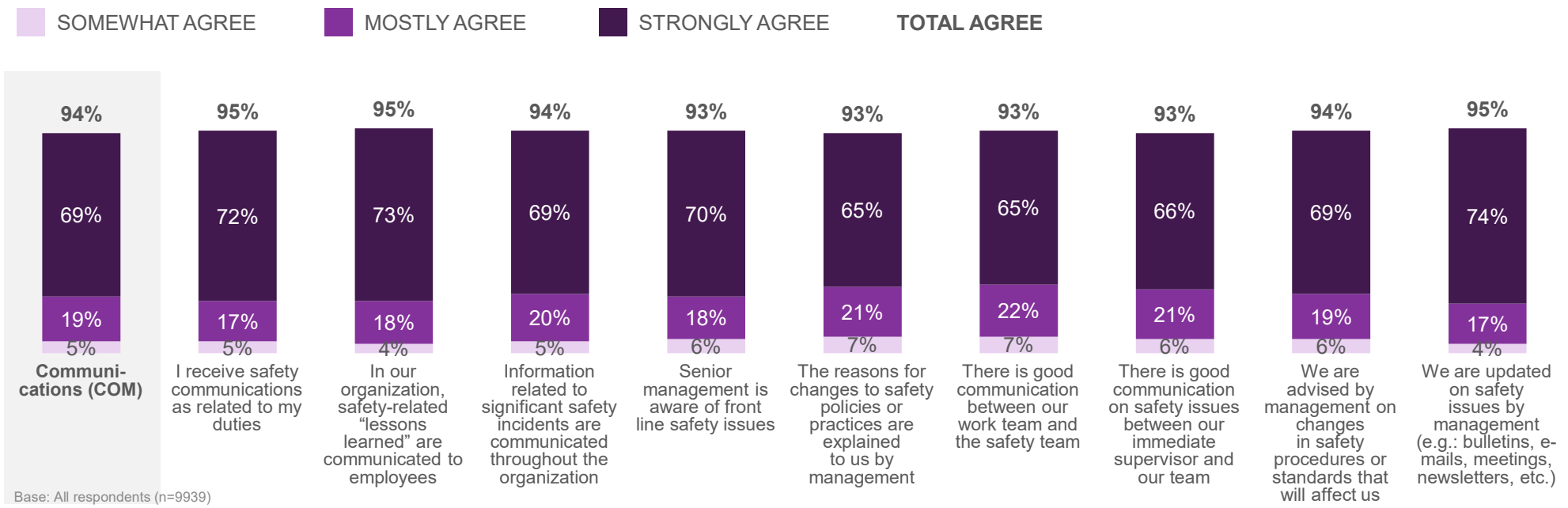
 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements

COM

The ratings in Communications are consistently high. The highest performing statements in this section include employees agreeing that they are updated by management on safety issues (95% agree), receiving safety communications related to their duties (95% agree), and safety-related lessons learned are communicated to employees (95% agree).

PERFORMANCE BY STATEMENT (AGREE 5,6,7 – SCALE OF 1-7)



Base: All respondents (n=9939)

 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements

COM

Ratings are strong for most subgroups, besides Sr Management which is below average.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Communications (COM)	94%	94%	94%	94%	85%	94%	94%	93%	94%	94%	94%	94%
I receive safety communications as related to my duties	95%	94%	95%	94%	85%	95%	96%	94%	94%	94%	94%	95%
In our organization, safety-related "lessons learned" are communicated to employees	95%	94%	95%	95%	85%	96%	95%	93%	95%	95%	95%	95%
Information related to significant safety incidents are communicated throughout the organization	94%	94%	94%	94%	77%	94%	94%	94%	94%	93%	95%	94%
Senior management is aware of front line safety issues	93%	94%	93%	95% B	85%	94%	93%	92%	93%	94%	94%	93%
The reasons for changes to safety policies or practices are explained to us by management	93%	93%	93%	93%	85%	93%	93%	91%	93%	94%	93%	94%
There is good communication between our work team and the safety team	93%	92%	93%	94%	85%	93%	94%	92%	93%	92%	92%	94%
There is good communication on safety issues between our immediate supervisor and our team	93%	93%	94%	94%	85%	93%	93%	92%	94%	93%	94%	94%
We are advised by management on changes in safety procedures or standards that will affect us	94%	94%	94%	95%	93%	94%	95%	94%	94%	95%	94%	94%
We are updated on safety issues by management (e.g.: bulletins, e-mails, meetings, newsletters etc.)	95%	95%	95%	95%	85%	95%	96%	95%	95%	93%	95%	95%

Indicates scores 5+ points **below** average
Indicates scores 5+ points **above** average

 © Ipsos for IATA Aviation Safety Culture survey

*Caution, small base size (n<30).

Performance on Individual Statements: Comparison to Benchmarks

Vietnam Airlines' performance exceeds benchmark values for all Communications statements besides Sr Management. MNT, ORG, and Admin perform the highest.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Communications (COM)	9%	11%	9%	4%	-6%	12%	7%	10%	9%	8%	11%	6%
I receive safety communications as related to my duties	7%	14%	6%	5%	-5%	12%	4%	4%	7%	7%	11%	6%
In our organization, safety-related "lessons learned" are communicated to employees	9%	10%	10%	6%	-4%	13%	8%	9%	11%	9%	14%	8%
Information related to significant safety incidents are communicated throughout the organization	8%	9%	8%	4%	-13%	9%	7%	10%	9%	6%	11%	4%
Senior management is aware of front line safety issues	12%	12%	13%	6%	-9%	15%	12%	18%	10%	13%	12%	7%
The reasons for changes to safety policies or practices are explained to us by management	12%	13%	13%	6%	-6%	17%	11%	18%	12%	10%	16%	8%
There is good communication between our work team and the safety team	11%	10%	12%	5%	-7%	17%	10%	10%	11%	9%	11%	13%
There is good communication on safety issues between our immediate supervisor and our team	8%	9%	9%	4%	-6%	10%	7%	10%	8%	8%	9%	3%
We are advised by management on changes in safety procedures or standards that will affect us	6%	9%	5%	5%	0%	10%	3%	5%	8%	5%	10%	3%
We are updated on safety issues by management (e.g.: bulletins, e-mails, meetings, newsletters etc.)	4%	8%	4%	2%	-8%	7%	2%	4%	4%	2%	9%	4%

 © Ipsos for IATA Aviation Safety Culture survey

Importance of Individual Statements

COM

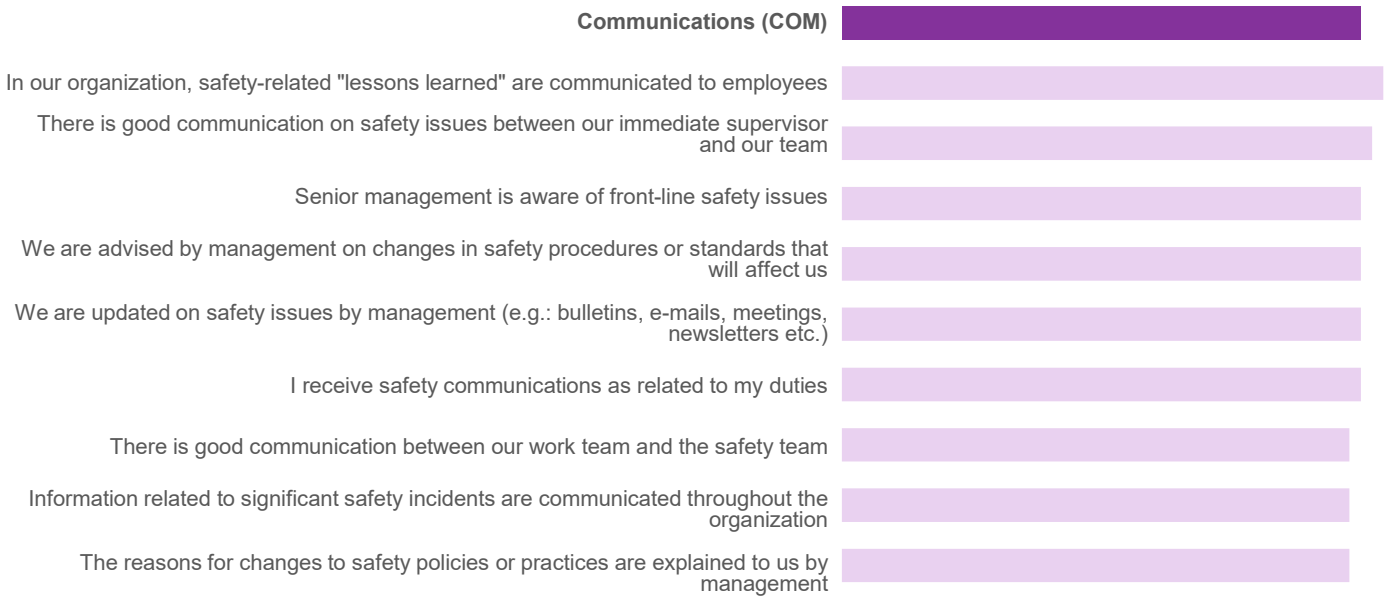
6th

THE 6th MOST IMPORTANT AREA
(OUT OF 9)

Focus on safety communications between supervisors and the team.

Communications, while of lesser importance than some of the other components of Safety Culture, still has a strong overall impact on safety perceptions at Vietnam Airlines. The most relevant statement, even though they all have impact, is that in the organization, safety-related “lessons learned” are communicated to employees.

RELATION TO OVERALL SAFETY PERCEPTIONS*



Base: All respondents (n=9939)

* Derived from correlation analysis performed on each statement. See slide 7 for details.

 © Ipsos for IATA Aviation Safety Culture survey

JUST CULTURE

JUS

SECTION VII

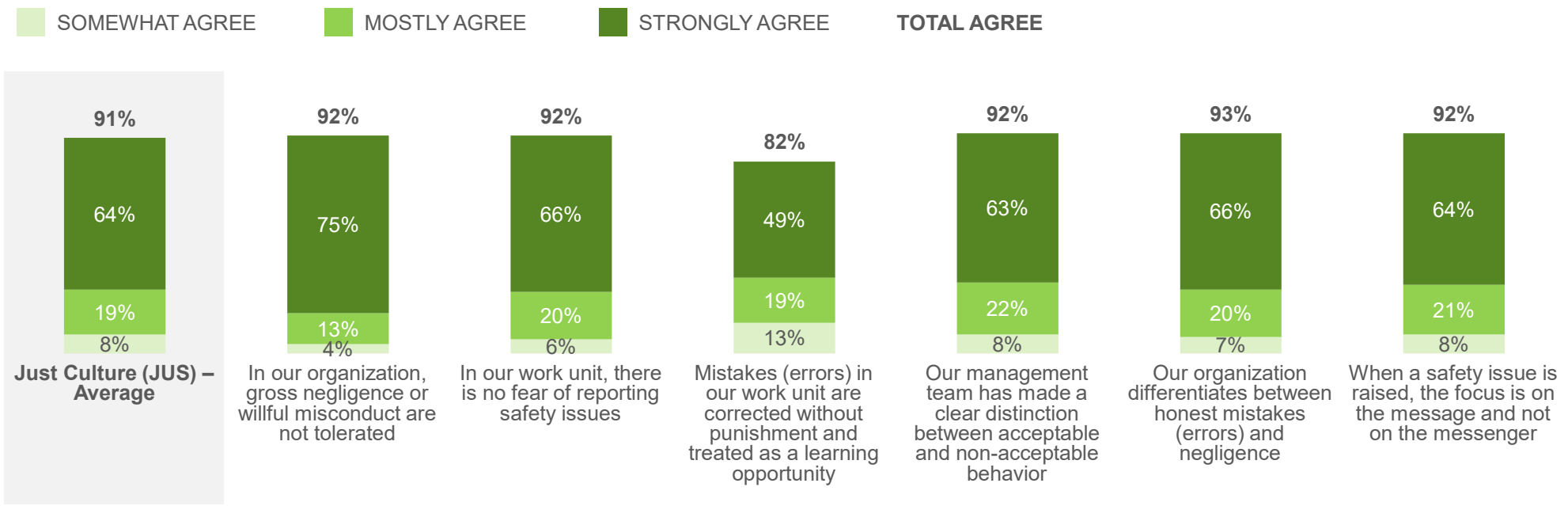
 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements

JUS

Performance for Just Culture recorded high levels on most statements. However, the statement “Mistakes in our work unit are corrected without punishment and treated as a learning opportunity” recorded below average scores (82% agree).

PERFORMANCE BY STATEMENT (AGREE 5,6,7 – SCALE OF 1-7)



 © Ipsos for IATA Aviation Safety Culture survey

Base: All respondents (n=9938)

Performance on Individual Statements

JUS

Ratings are highest for GRH, ORG, CGO, and Management. CGO reported above average scores for “Mistakes (errors) in our work unit are corrected without punishment and treated as a learning opportunity” compared to all other subgroups, and FLT below the average score. Sr Management scores are below average for all statements.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Just Culture (JUS)	91%	91%	90%	93%	84%	91%	90%	88%	92%	90%	92%	92%
In our organization, gross negligence or willful misconduct are not tolerated	92%	93%	92%	94%	85%	94%	92%	91%	92%	88%	94%	91%
In our work unit, there is no fear of reporting safety issues	92%	92%	92%	95%	85%	93%	92%	90%	93%	90%	93%	94%
Mistakes (errors) in our work unit are corrected without punishment and treated as a learning opportunity	82%	83%	81%	85%	77%	78%	80%	77%	85%	83%	84%	89%
Our management team has made a clear distinction between acceptable and non-acceptable behavior	92%	93%	92%	95%	85%	94%	92%	91%	93%	91%	92%	94%
Our organization differentiates between honest mistakes (errors) and negligence	93%	94%	92%	95%	85%	94%	92%	90%	94%	94%	94%	94%
When a safety issue is raised, the focus is on the message and not on the messenger	92%	93%	91%	94%	85%	93%	91%	90%	93%	93%	93%	93%

Indicates scores 5+ points **below** average
Indicates scores 5+ points **above** average

 © Ipsos for IATA Aviation Safety Culture survey

*Caution, small base size (n<30).

Performance on Individual Statements: Comparison to Benchmarks

JUS

Compared to benchmark values, Vietnam Airline's results in the area of Just Culture are above average. Senior Management is below the benchmarks for all statements, DSP regarding gross negligence or willful misconduct tolerance and FLT regarding mistakes (errors) in the work unit corrected without punishment.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Just Culture (JUS)	7%	6%	7%	3%	-9%	8%	6%	3%	9%	3%	6%	4%
In our organization, gross negligence or willful misconduct are not tolerated	5%	4%	5%	3%	-10%	7%	5%	2%	5%	-3%	6%	0%
In our work unit, there is no fear of reporting safety issues	6%	3%	7%	2%	-9%	8%	8%	5%	8%	2%	4%	4%
Mistakes (errors) in our work unit are corrected without punishment and treated as a learning opportunity	4%	1%	4%	-1%	-14%	0%	2%	-3%	10%	1%	2%	4%
Our management team has made a clear distinction between acceptable and non-acceptable behavior	5%	8%	6%	4%	-10%	10%	4%	5%	9%	4%	6%	5%
Our organization differentiates between honest mistakes (errors) and negligence	10%	9%	9%	4%	-5%	10%	8%	6%	12%	7%	7%	6%
When a safety issue is raised, the focus is on the message and not on the messenger	8%	10%	8%	4%	-9%	11%	6%	6%	11%	5%	8%	4%

 © Ipsos for IATA Aviation Safety Culture survey

Importance of Individual Statements

JUS

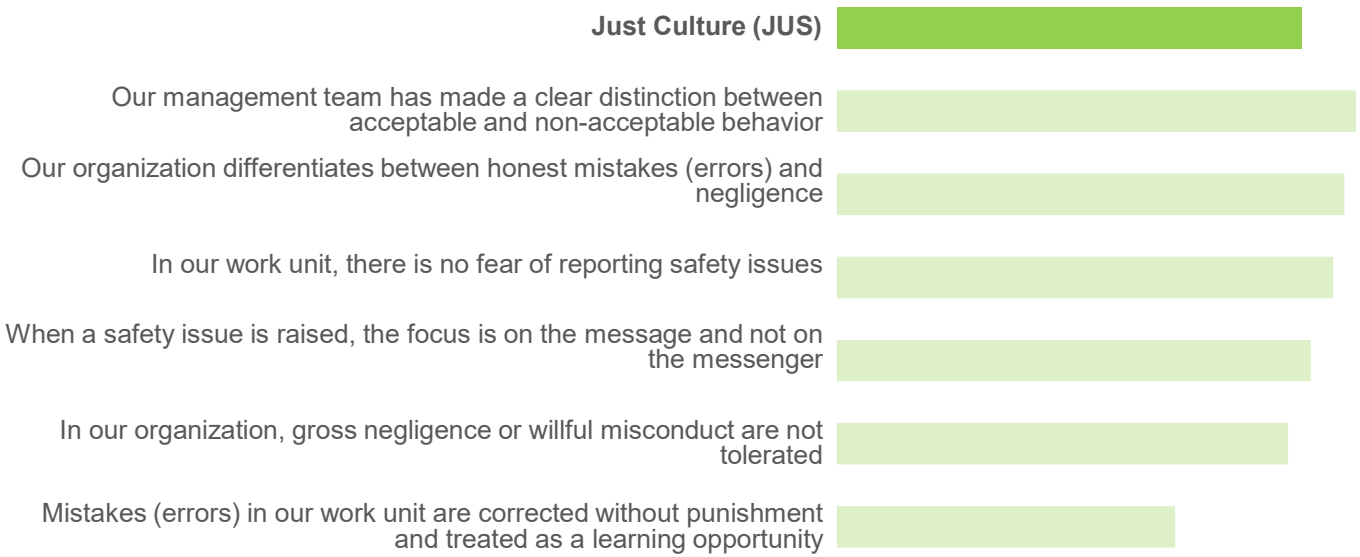
7th

THE 7th MOST IMPORTANT AREA
(OUT OF 9)

In safety matters, focus on the message, not the messenger.

The most impactful statement in Just Culture is “Our management team has made a clear distinction between acceptable and non-acceptable behavior”, followed by “Our organization differentiates between honest mistakes (errors) and negligence”.

RELATION TO OVERALL SAFETY PERCEPTIONS*



Base: All respondents (n=9939)

* Derived from correlation analysis performed on each statement. See slide 7 for details.

 © Ipsos for IATA Aviation Safety Culture survey

REPORTING AND FEEDBACK

RFB

SECTION VIII

 © Ipsos for IATA Aviation Safety Culture survey

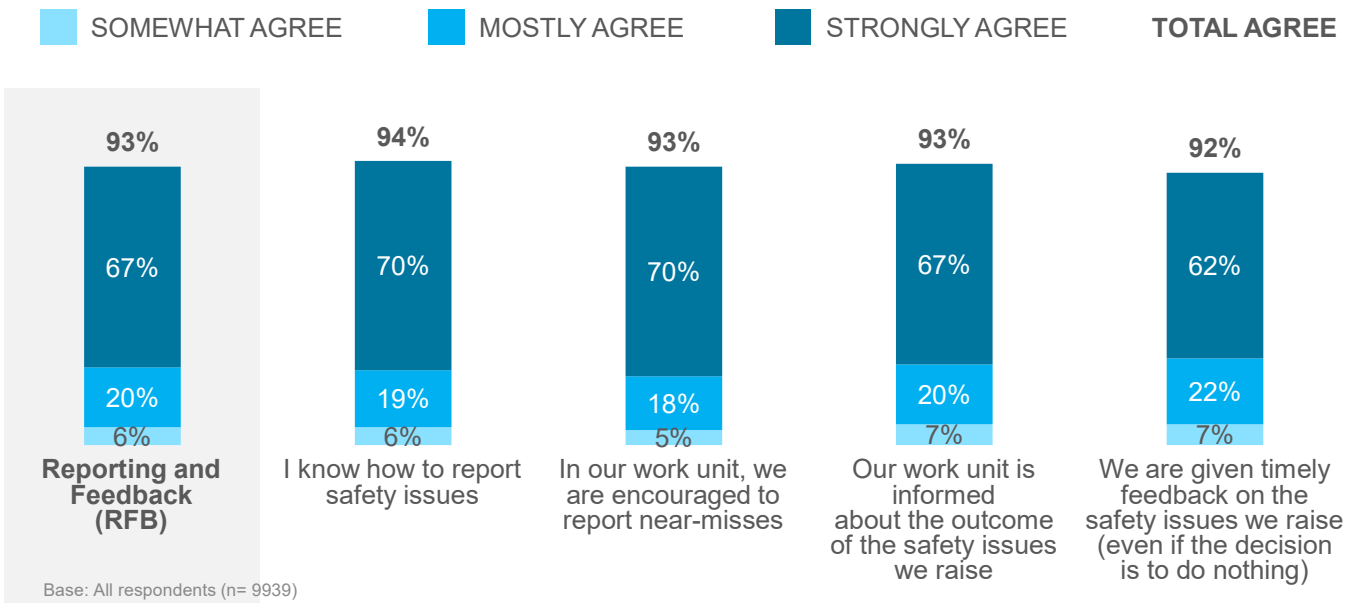
IATA Ipsos

Performance on Individual Statements

RFB

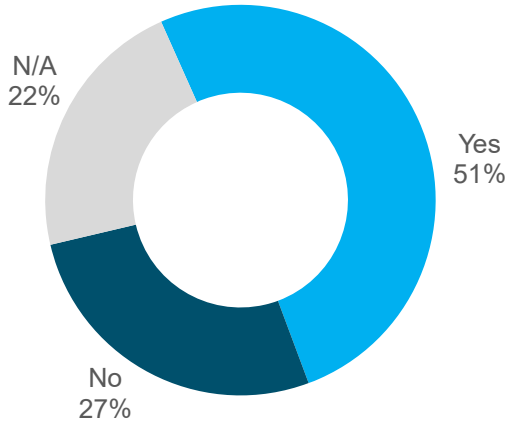
Performance for Reporting and Feedback is high overall (93%). Nearly all Vietnam Airlines employees know how to report safety issues (94%) and about half of employees have reported a safety issue before.

PERFORMANCE BY STATEMENT (AGREE 5,6,7 – SCALE OF 1-7)



Base: All respondents (n= 9939)

REPORT SUBMISSION



 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements

RFB

GRH, CAB, CGO, and Management provide the highest ratings for RFB. While Sr Management is below average on most statements, Sr Management is above average on reporting safety issues, along with Management and FLT employees.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Reporting and Feedback (RFB)	93%	93%	93%	94%	85%	94%	94%	92%	93%	90%	93%	94%
I know how to report safety issues	94%	93%	95%	95%	84%	93%	96%	94%	94%	91%	93%	95%
In our work unit, we are encouraged to report near-misses	93%	93%	93%	95%	93%	94%	94%	91%	93%	90%	93%	94%
Our work unit is informed about the outcome of the safety issues we raise	93%	92%	94%	94%	85%	94%	94%	93%	94%	88%	93%	94%
We are given timely feedback on the safety issues we raise (even if the decision is to do nothing)	92%	92%	92%	93%	77%	93%	92%	90%	92%	91%	93%	93%
I have submitted a report(s) using my organization's reporting system in the past twelve months. [Yes]	51%	41%	54%	60%	58%	44%	54%	56%	55%	50%	41%	54%

*Caution, small base size (n<30).

Indicates scores 5+ points **below** average
Indicates scores 5+ points **above** average

 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements: Comparison to Benchmarks

RFB

Vietnam Airlines exceeds benchmark values on most statements. FLT, DSP, and Sr Management are lower than benchmark values for “I know how to report safety issues”.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Reporting and Feedback (RFB)	10%	13%	10%	8%	2%	14%	10%	8%	10%	7%	14%	8%
I know how to report safety issues	1%	4%	2%	2%	-10%	1%	1%	-2%	2%	-4%	4%	1%
In our work unit, we are encouraged to report near-misses	8%	12%	8%	9%	10%	13%	7%	-1%	9%	4%	11%	8%
Our work unit is informed about the outcome of the safety issues we raise	13%	13%	14%	8%	1%	15%	14%	15%	14%	12%	14%	11%
We are given timely feedback on the safety issues we raise (even if the decision is to do nothing)	17%	18%	17%	13%	-1%	21%	17%	19%	15%	17%	22%	12%

 © Ipsos for IATA Aviation Safety Culture survey

Importance of Individual Statements

RFB

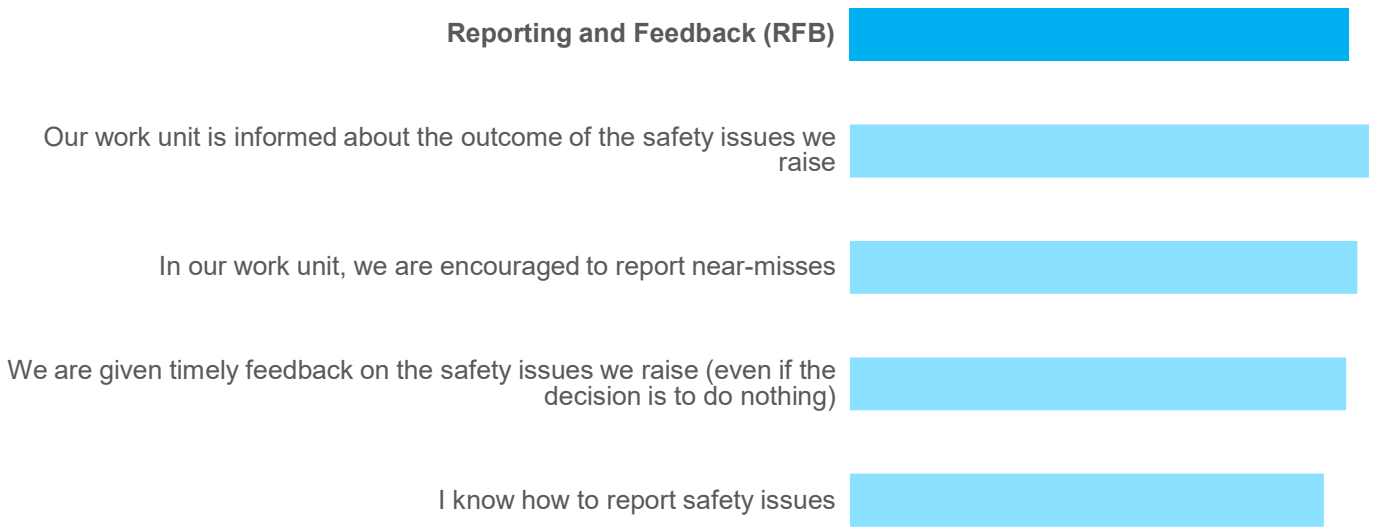
8th

THE 8th MOST IMPORTANT AREA
(OUT OF 9)

While still important, RFB is of lesser impact compared to the other areas.

Reporting and Feedback is an area of lower impact to safety perceptions. In this area, although all statements have similar impact overall, it is key to keep the work unit informed of the outcomes of safety issues that were raised.

RELATION TO OVERALL SAFETY PERCEPTIONS*



Base: All respondents (n=xxx)

* Derived from correlation analysis performed on each statement. See slide 7 for details.

 © Ipsos for IATA Aviation Safety Culture survey

SAFETY AWARENESS

SECTION IX

SAW

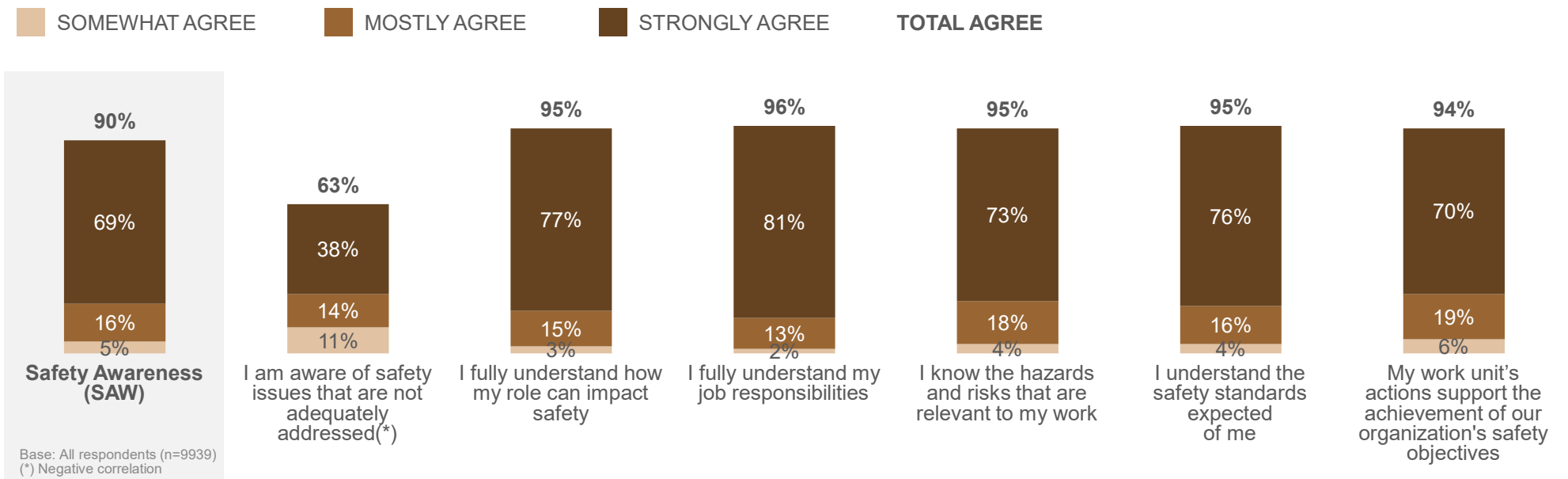
 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements

SAW

Almost all Vietnam Airlines employees agree with the statement “I fully understand my job responsibilities” (96%), and 81% strongly agree. 63% of employees are aware of safety issues that are not adequately addressed.

PERFORMANCE BY STATEMENT (AGREE 5,6,7 – SCALE OF 1-7)



Base: All respondents (n=9939)
(*) Negative correlation

 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements

SAW

SAW ratings are highest for GRH, CAB, and Front Line. GRH and Sr Management are most likely to be aware of safety issues that are not adequately addressed.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Safety Awareness (SAW) – Average	90%	89%	90%	88%	86%	89%	90%	89%	91%	89%	89%	89%
I am aware of safety issues that are not adequately addressed(*)	63%	59%	66%	52%	76%	57%	64%	61%	70%	63%	57%	56%
I fully understand how my role can impact safety	95%	95%	95%	95%	85%	95%	96%	94%	95%	94%	96%	95%
I fully understand my job responsibilities	96%	96%	96%	96%	93%	96%	96%	96%	95%	93%	97%	95%
I know the hazards and risks that are relevant to my work	95%	95%	95%	96%	85%	95%	96%	95%	95%	94%	96%	95%
I understand the safety standards expected of me	95%	95%	95%	95%	93%	95%	96%	94%	95%	95%	95%	96%
My work unit's actions support the achievement of our organization's safety objectives	94%	95%	94%	94%	85%	94%	94%	95%	94%	94%	95%	95%

*Caution, small base size (n<30).
(*) Negative correlation

Indicates scores 5+ points **below** average
Indicates scores 5+ points **above** average

 © Ipsos for IATA Aviation Safety Culture survey

Performance on Individual Statements: Comparison to Benchmarks

SAW

Compared to benchmark values, Vietnam Airlines meets or is lower on many statements related to Safety Awareness. Admin and ORG seem less affected mostly exceed benchmarks on majority of statements. Ratings for “My work unit's actions support the achievement of our organization's safety objectives” exceed benchmark values for all subgroups besides Sr Management.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Safety Awareness (SAW) – Average	1%	2%	0%	-2%	-2%	0%	0%	-1%	2%	-1%	3%	-1%
I am aware of safety issues that are not adequately addressed	-5%	-1%	-3%	-12%	25%	-8%	-3%	-3%	2%	0%	-5%	-8%
I fully understand how my role can impact safety	0%	3%	0%	0%	-10%	0%	0%	-2%	0%	-2%	4%	0%
I fully understand my job responsibilities	0%	1%	0%	1%	-3%	1%	0%	-1%	0%	-4%	3%	-1%
I know the hazards and risks that are relevant to my work	0%	2%	0%	0%	-9%	0%	1%	-2%	0%	-3%	5%	1%
I understand the safety standards expected of me	0%	1%	0%	-1%	-3%	1%	0%	-2%	1%	-1%	3%	0%
My work unit's actions support the achievement of our organization's safety objectives	5%	8%	5%	1%	-1%	5%	4%	5%	7%	5%	8%	3%

 © Ipsos for IATA Aviation Safety Culture survey

IATA Ipsos

Importance of Individual Statements

SAW

9th

THE 9th MOST IMPORTANT AREA
(OUT OF 9)

Safety awareness has the lowest overall impact on perceptions of safety at Vietnam Airlines.

The overall impact of Safety Awareness is lower than the other components of Safety Culture at Vietnam Airlines. The statement which most contributes to safety perceptions, even though many others are similar in their contribution, is “My work unit’s actions support the achievement of our organization’s safety objectives”.

RELATION TO OVERALL SAFETY PERCEPTIONS*

Base: All respondents (n=9939)

* Derived from correlation analysis performed on each statement. See slide 7 for details.

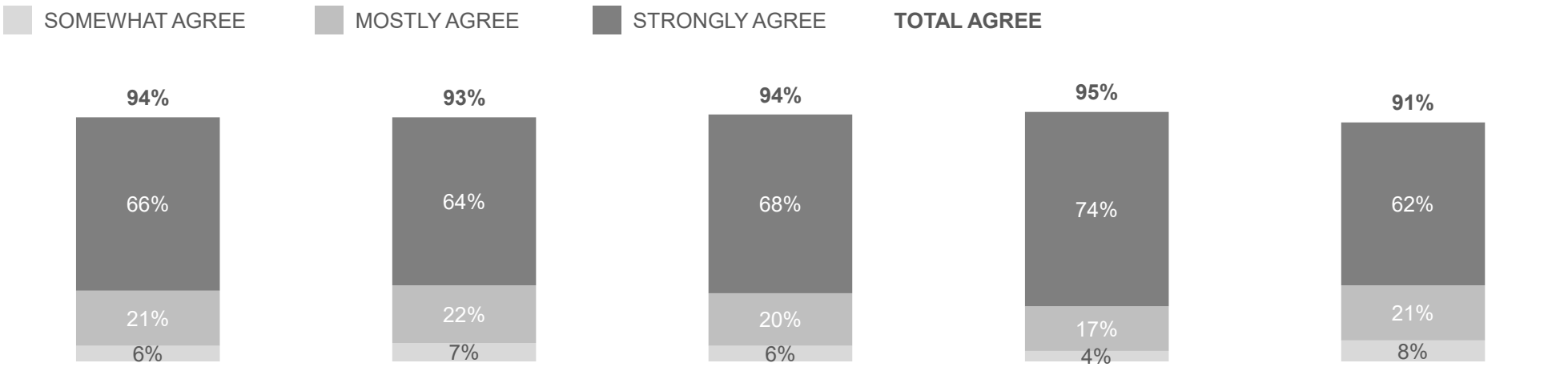
 © Ipsos for IATA Aviation Safety Culture survey

APPENDIX: ADDITIONAL QUESTIONS & RESPONDENT PROFILE

Performance on Individual Statements

Most Vietnam Airlines employees agree with all statements. Particularly, 95% of employees agree with the statement “My organization is ready to deal with safety situations if something goes wrong”.

PERFORMANCE BY STATEMENT (AGREE 5,6,7 – SCALE OF 1-7)



Our team regularly reviews procedures to accommodate change (if any).

Our team spends adequate time and effort identifying potential hazards and risks before changes are implemented.

My organization is well prepared for new risks for the safety of the operation.

My organization is ready to deal with safety situations if something goes wrong.

Crisis management is considered important in my organization.

Base: All respondents (n=9939)

 © Ipsos for IATA Aviation Safety Culture survey

Change and Risk Management

Sr Management is below average for most statements. MNT is below average for “Crisis management is considered important in my organization.”.

TOTAL AGREE (5-7)	AVERAGE	HIERARCHY				ORGANIZATION SECTION						
		Admin	Front Line	Mngmt	Sr Mngmt	MNT	CAB	FLT	GRH	DSP	ORG	CGO
Base: All respondents	*9939*	*1665*	*6535*	*934*	*12**	*788*	*1084*	*849*	*4426*	*114*	*758*	*1372*
Average	93%	94%	93%	94%	87%	93%	93%	92%	94%	93%	94%	93%
Our team regularly reviews procedures to accommodate change (if any).	94%	94%	93%	94%	85%	94%	93%	92%	94%	95%	94%	94%
Our team spends adequate time and effort identifying potential hazards and risks before changes are implemented.	93%	93%	93%	94%	85%	94%	92%	91%	94%	92%	93%	93%
My organization is well prepared for new risks for the safety of the operation.	94%	95%	94%	95%	85%	95%	93%	92%	94%	93%	95%	94%
My organization is ready to deal with safety situations if something goes wrong.	95%	95%	94%	96%	93%	95%	95%	94%	95%	93%	96%	95%
Crisis management is considered important in my organization.	91%	92%	90%	92%	85%	86%	91%	90%	91%	91%	93%	91%

*Caution, small base size (n<30).

Indicates scores 5+ points **below** average
Indicates scores 5+ points **above** average

 © Ipsos for IATA Aviation Safety Culture survey

Respondent Profile

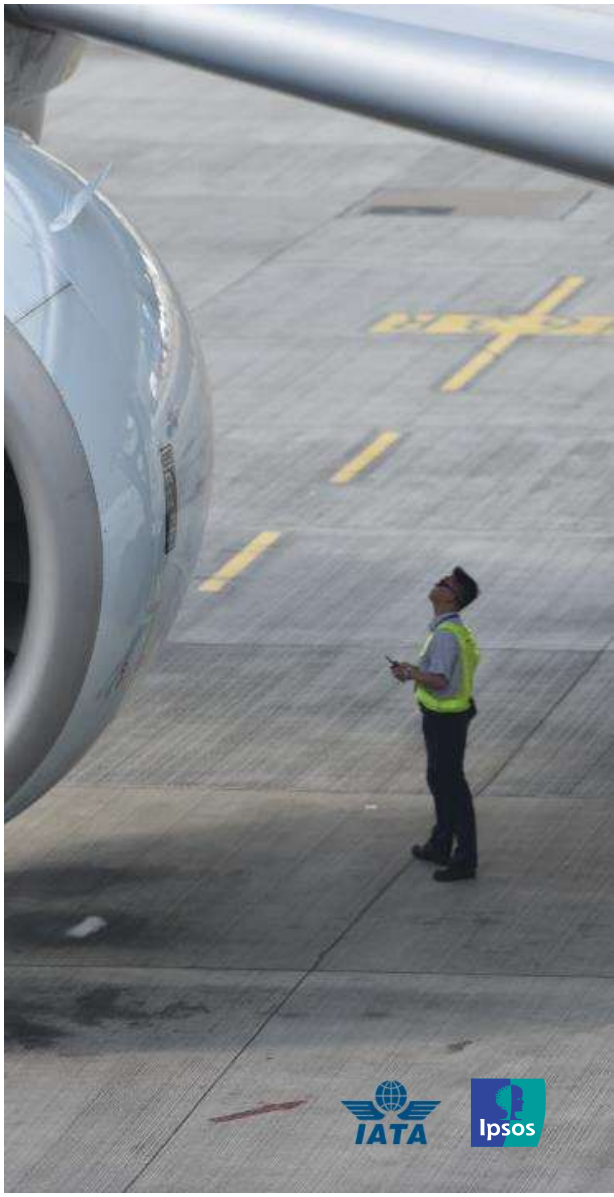
HIERARCHY	
Frontline	65%
Administrative	25%
Management	10%
Senior Management	<1%

ORGANIZATIONAL SECTION	
CAB	27%
GRH	27%
ORG	16%
FLT	12%
MNT	12%
CGO	4%
DSP	1%

Base: All respondents (n=9939)

TENURE	
0 to <2 years	13%
2 to <5 years	11%
5 to <10 years	20%
10 to <20 years	36%
20+ years	20%

CITY	
Ha Noi	48%
Ho Chi Minh City	41%
Da Nang	7%
Hue	1%
Nha Trang	1%
Vinh	1%
Buon Ma Thuot	<1%
Ca Mau	<1%
Can Tho	<1%
Chu Lai	<1%



Respondent Profile (absolute numbers)

LIST OF DEPARTMENTS 1/3

No.	Org section	Department	Total staff	Invited via email	# of completes via email	Invited via open link	# of completes open link
1		VNA HDQ	1181	1181			
	ORG	VNA-BOD	18	18	6		8
	ORG	VNA-Supervisory Board	2	2	1		6
	ORG	VNA-Communist party	8	8			3
	MNT	VNA-Technical Department	62	62	21		4
	MNT	VNA-Supply & Material Management Department	50	50			19
	ORG	VNA-Safety-Quality Department	44	44	40		1
	GRH	VNA-Passenger Service Department	74	74	43		46
	FLT, DSP	VNA-Operation Control Center	139	139	46		4
	ORG	VNA-Marketing and Sales Department	100	100	55		15
	ORG	VNA-Lotus Miles	28	28	10		1
	ORG	VNA-Legal Department	21	21	15		1
	ORG	VNA-IT Department	30	30	19		
	ORG	VNA-Investment Department	52	52	9		1
	ORG	VNA-Internal Audit Department	21	21	8		1
	ORG	VNA-Human Resource Department	31	31	7		
	ORG	VNA-Financial Accounting Department	95	95	12		
	ORG	VNA-Digital Transformation Center	26	26	13		
	ORG	VNA-Digital Marketing Department	48	48	8		
	ORG	VNA-Corporate Reengineering Department	6	6	2		1
	ORG	VNA-Corporate Planning Department	85	85	14		
	ORG	VNA-Corporate Affairs Department	83	83	33		
	ORG	VNA-Communication Department	37	37	27		
	ORG	VNA-Union	22	22	1		1
	CGO	VNA-Cargo Planning & Marketing Department	63	63	0		
	ORG	VNA-Aviation Security Division	11	11	5		3
	ORG	VNA-Heritage	25	25	6		

Base: All respondents (n=9939)

 © Ipsos for IATA Aviation Safety Culture survey

Respondent Profile (absolute numbers)

LIST OF DEPARTMENTS 2/3

No.	Org section	Department	Total staff	Invited via email	# of completes via email	Invited via open link	# of completes open link
2	FLT	Flight crew Division	1152	1152	710		
3	CAB	Cabin crew Division	3203	3203	1006		1
4	FLT	FTC	95	91	55		
5	ORG	Foreign branches	328	328			
		Australia branch	23	23	6		
		Cambodia branch	12	12	1		
		Canada branch	2	2			
		China branch	39	39	3		
		Europe Regional & France Office	26	26			
		Germany branch	18	18	3		
		Hong Kong branch	9	9	5		
		India branch	6	6	4		
		Indonesia branch	10	10	6		
		Japan branch	53	53	17		
		Korea branch	36	36	2		1
		Laos branch	7	7	3		
		Malaysia branch	11	11	3		
		Myanmar branch	3	3			
		Russia branch	6	6			
		Singapore branch	11	11	1		1
		Taiwan branch	22	22	5		
		Thailand branch	17	17	4		
		UK branch	11	11	4		
		US branch	6	6	1		
6	ORG	Vietnam Region Branch	773	771	303		14
7	GRH	ASOC	259	258	164		56
8	MNT	VAECO	1335	1333	657		87

Base: All respondents (n=9939)

Respondent Profile (absolute numbers)

LIST OF DEPARTMENTS 3/3

No.	Org section	Department	Total staff	Invited via email	# of completes via email	Invited via open link	# of completes open link
12	GRH	VACS	576	81	40	495	48
13	GRH	NCS	707	83	32	624	438
14	GRH	NASCO	490	199	21	291	9
15	GRH	MASCO	304	27	6	277	2
16	CGO	TCS	741	175	103	566	497
17	CGO	NCTS	714	174	107	540	695
18	CGO	TECS	239	78		161	106
19	ORG, FLT, CAB, DSP, MNT, GRH, CGO	VASCO	136	136	107		13
20	CGO	VINAKO	68	3	2	65	2
							16
							44
		Total	**17183**	**12050**	5300	**5452**	**4638**

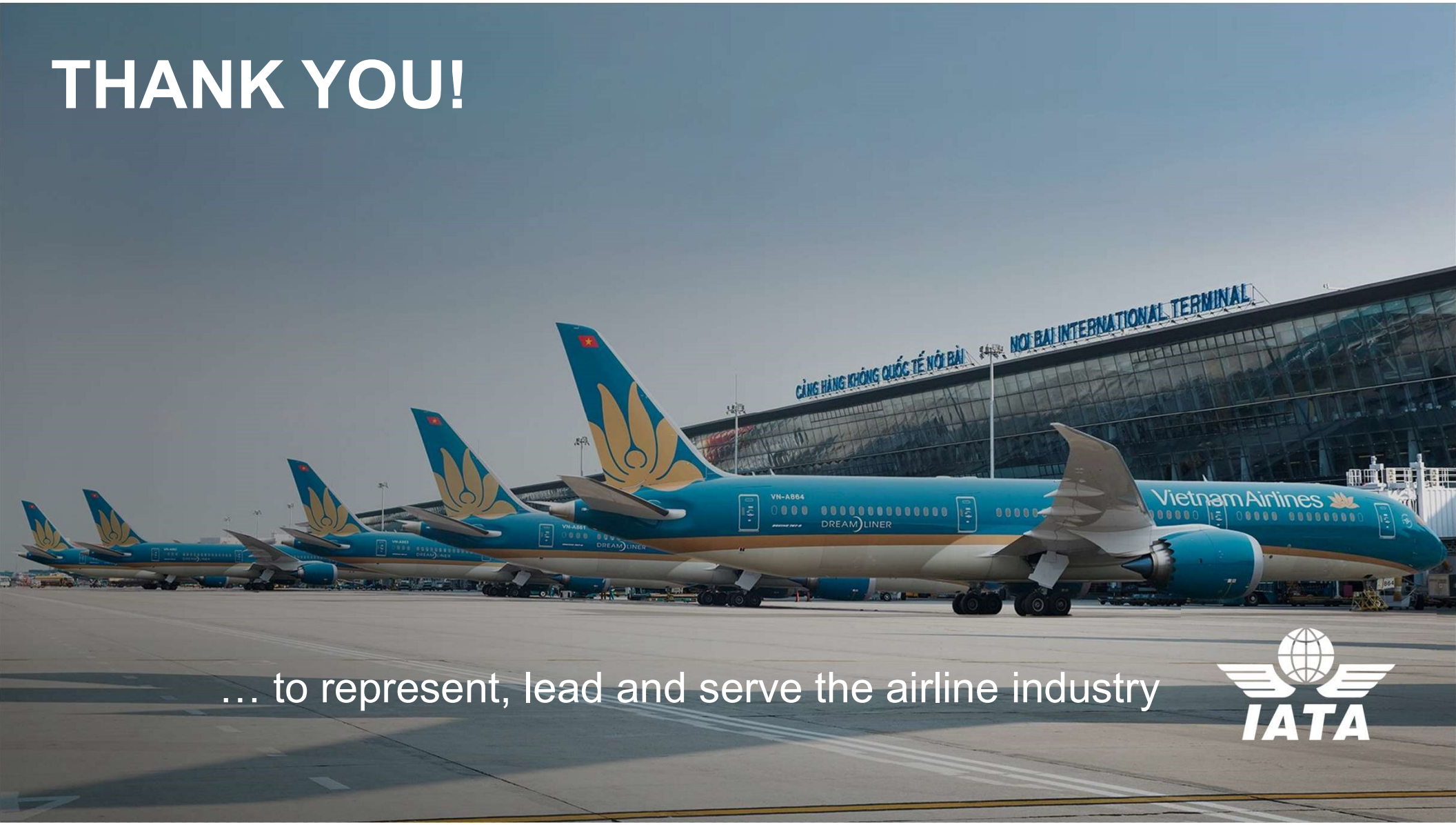
Total invited, incl. email and open link:	**17502**
Total responded, incl. email and open link:	**9939**
Overall response rate, incl. email and open link	**57%**

Note VN: There were participants who received invitation email but they did not use the link in email, they used open link to do survey.

Base: All respondents (n=9939)

 © Ipsos for IATA Aviation Safety Culture survey

THANK YOU!



… to represent, lead and serve the airline industry

IATA