



Just culture, an Industry perspective

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A.D. Safety and Operations, Europe

IATA

- International Air Transport Association
- International trade body
- Established in 1945
- 237 Member airlines
- 93% of scheduled international air traffic



to represent, lead and serve the airline industry



- to represent, lead and serve the airline industry -

“Humanum fuit errare, diabolicum est per animositatem in errore manere”

... *“It is human to err; it is devilish to remain willfully in error”*

Saint Augustinus, I A.D.



What is just ?

- ↗ For an Individual
- ↗ For an Organization
- ↗ For the Regulator
- ↗ For the Justice



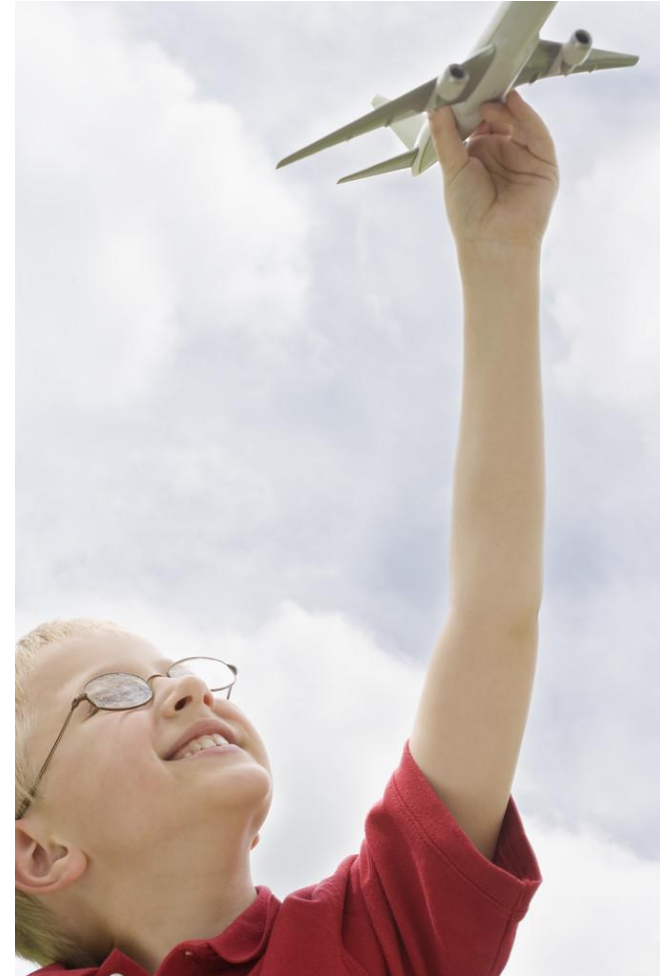
A Just Culture ?

...or a Safety Culture:

➤ Reporting Culture

➤ Learning Culture

➤ Informed Culture



Why a Just Culture ?

- Need to manage by facts...not by guess;
- To establish facts we need information;
- Front line personnel one of the best source of information;



Why a Just Culture ?

- Need to protect the source of information, but also....
- Need to ensure the highest operational discipline !



Just Culture and Occurrence Reporting

- Mandatory Vs. Voluntary Reporting
- Credibility
- Confidentiality
- Ownership
- Protection of reporters



Protection of reporters

- 360° protection from:
 - Employer
 - Media
 - Civil Aviation Authorities
 - State

*...if the police or a magistrate
ask for the data, how do
you protect ?*



Protection of reporters

- States have different opinions/laws which sometime override/challenge protection from blame or repressive action
- Cases of criminal investigations on persons/organizations reporting occurrences i.a.w. Reg. 2002/42



Protection of reporters \neq Immunity

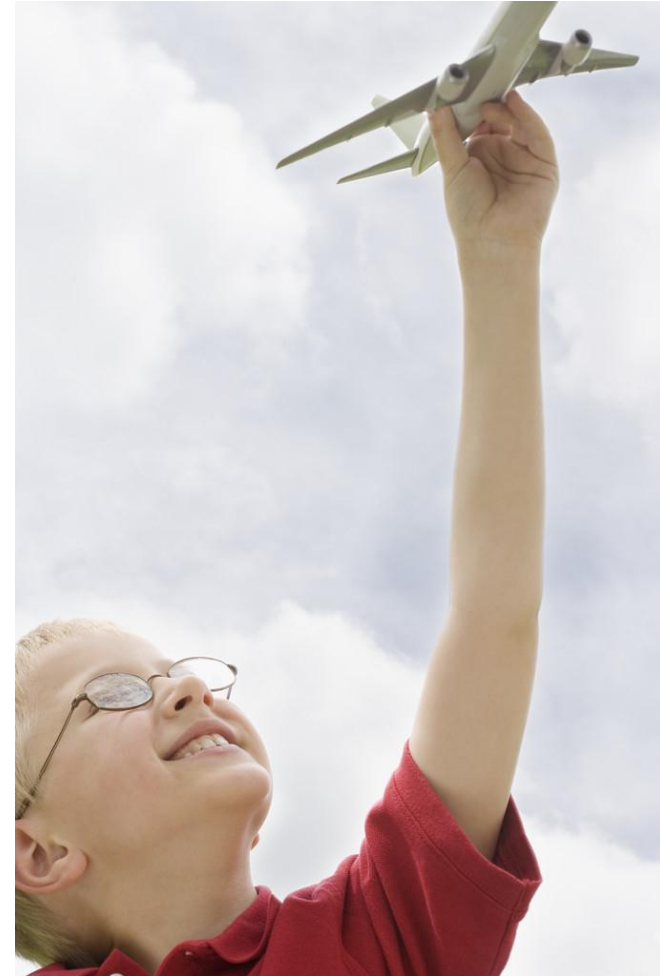
- Gross negligence and willful misconduct never acceptable
- Within an SMS environment, post an error:
 - an Operator shall take effective action to mitigate the risk, including, if required, training or re-training of an individual



Just Culture is a matter of trust

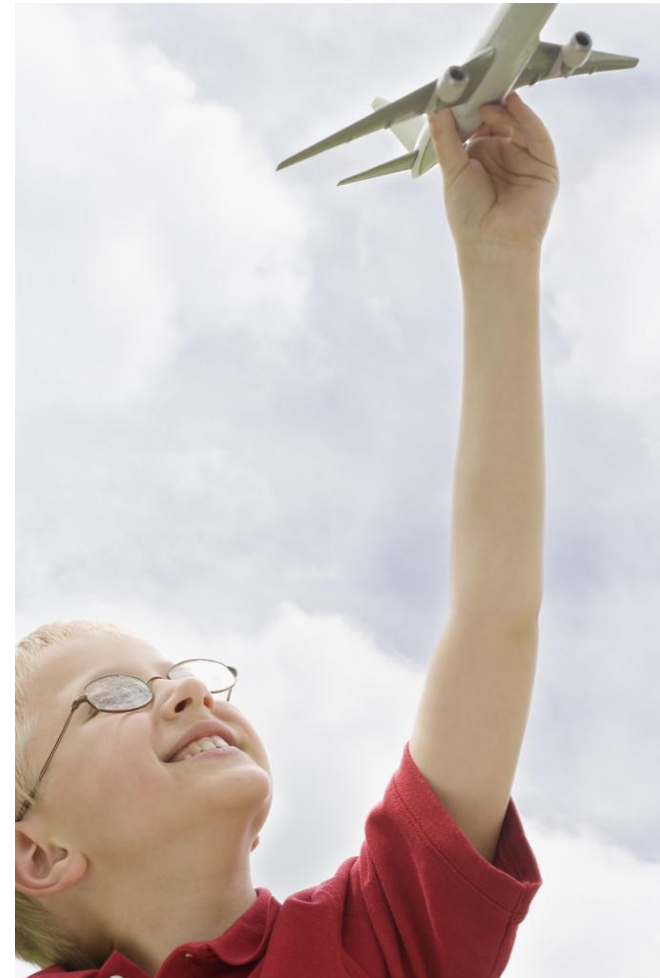
➤ Success by working together:

- The Industry
- The Regulators
- The Employees
- The States



...is a matter of trust

Trust takes a long time to build,
and only a few moments to be
destroyed...





Thank you

Safe Journey

EC-Just Culture
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We represent, lead & serve
the airline industry

