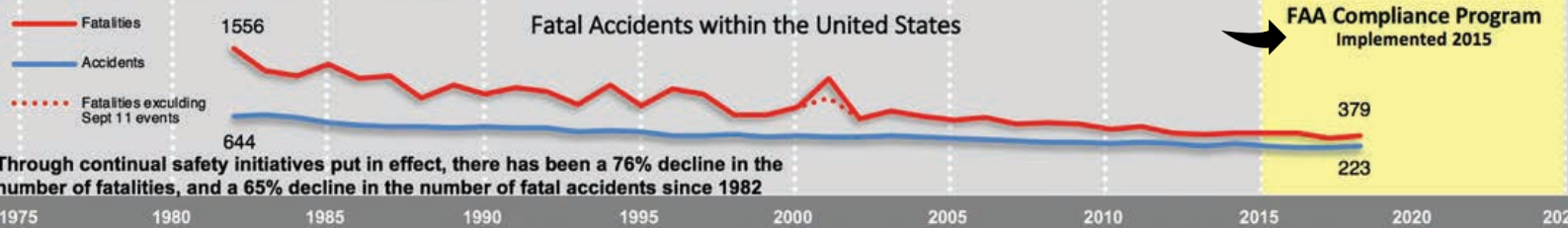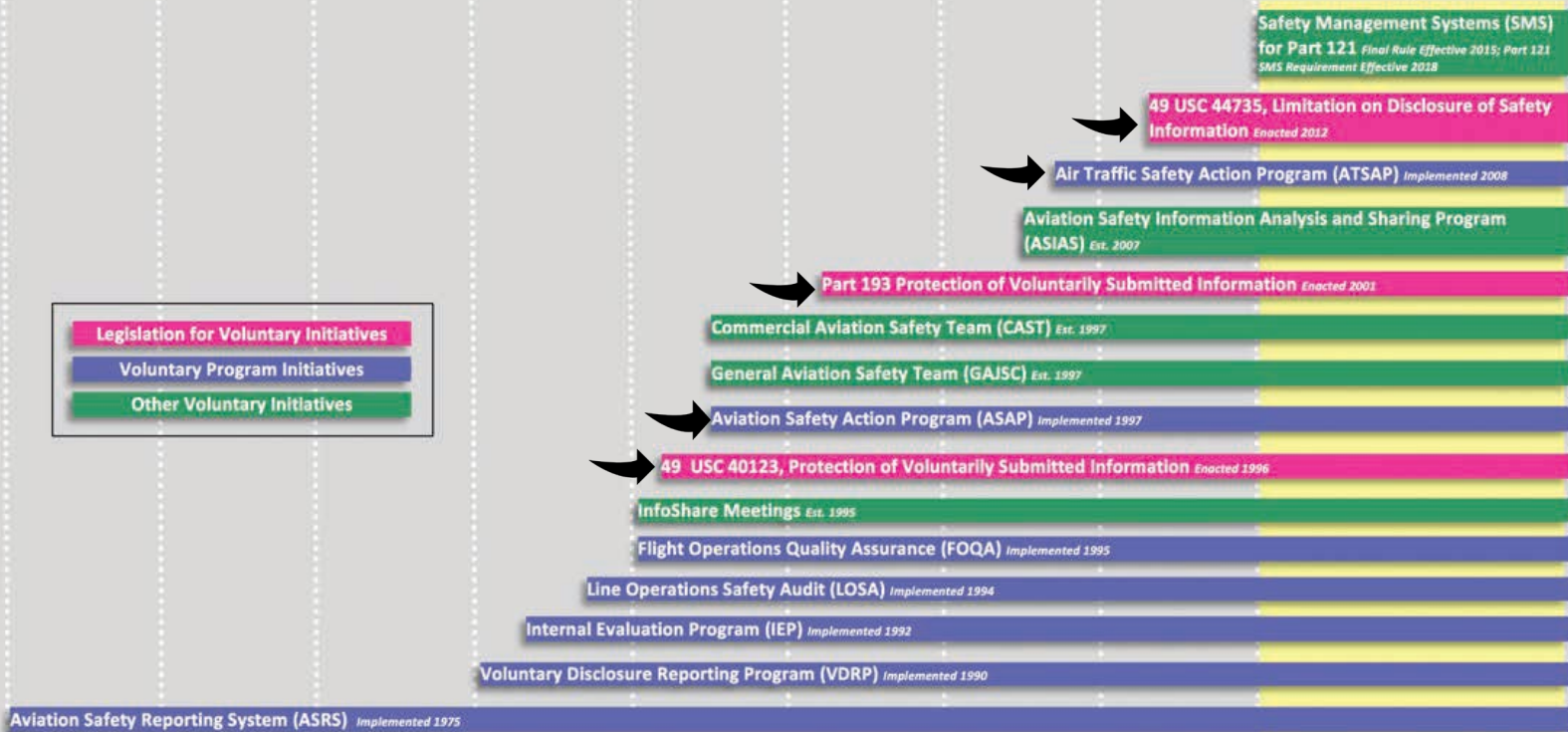# Just Culture from other continents – The Just Culture Journey at Delta Air Lines and Aeromexico

Trish DeMasi - Manager, Aviation Safety Action Programs & Corporate Safety Management System

Voluntary Safety Programs/Legislation for Improving Safety (1975–2025)

Why "Just Culture"?

- There is no such thing as an error-free system

- No task will ever have 100% reliability

- Employees do not come to work intent on making a mistake

Professional ≠ Perfect

Why "Just Culture"?

- Front line employees generally see threats to the airline first. **They are our First Responders for Safety –** an **"early warning"** system for changes in risk.

- Reporting – knowing they will not be penalized for an "honest mistake" – uncovers risks that would otherwise be unknown or worse, only discovered after an unwanted event.

- A good *Safety Culture* requires a *Reporting Culture* to survive. You will not have a strong Reporting Culture without *Just Culture*.

- It is a systems approach to examining incidents and accidents that includes analysis of human actions and *intent.*

Balancing Act

Punitive   Blame-Free
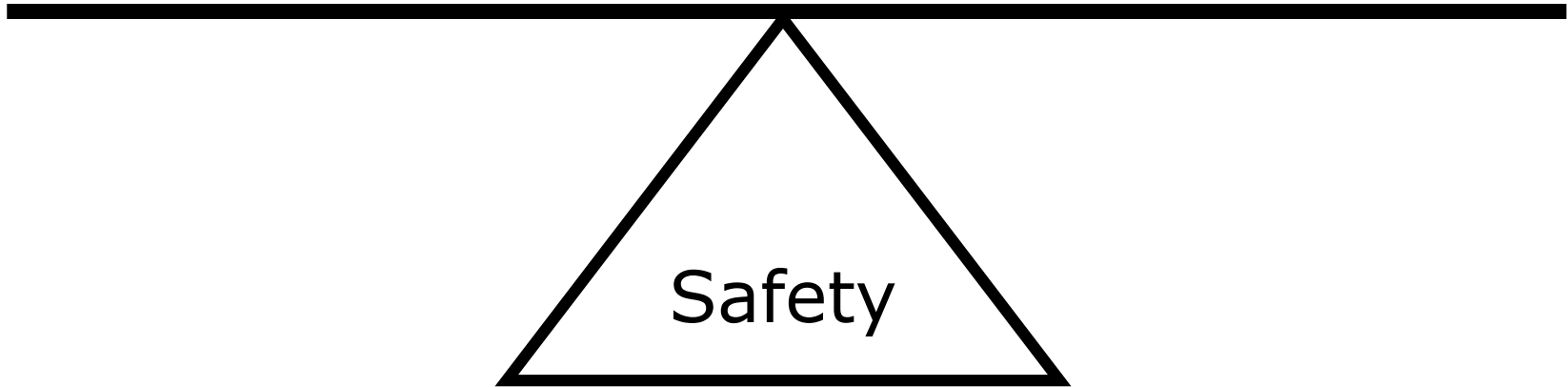
Safety

Delta Air Lines Safety Policy

- Safety is fundamental to our success

- We are each personally responsible

- We support non-punitive reporting

- Principle # 1 from "Rules of the Road":

Put Safety First - Always

Delta/Aeromexico Partnership

- Equity, Alliance & Codeshare Partners
- Began collaboration on ASAP & Just Culture in 2019
- Shared goal of improving safety
- Significant cultural change within Aeromexico
  - Joint effort to develop/provide Just Culture training to AM leadership – The Aloft Group
  - Delta provided training/guidance on ASAP
- Launched ASAP & Just Culture in March 2020

Delta/Aeromexico Partnership

- Delta introducing Just Culture in Leader Immersion training
    - Traditionally a punitive culture
    - Now focused on human behavior
- Aeromexico pilots and leaders embracing ASAP
    - Over 140 reports since March
    - Several safety improvements implemented
    - Other Latin American countries looking to Aeromexico for assistance in establishing ASAP

"People make errors, which lead to accidents. Accidents lead to deaths. The standard solution is to blame the people involved. If we find out who made the errors and punish them, we solve the problem, right? Wrong. The problem is seldom the fault of an individual; it is the fault of the system. Change the people without changing the system and the problems will continue."

- Don Norman, Author, the Design of Everyday Things

Questions?