

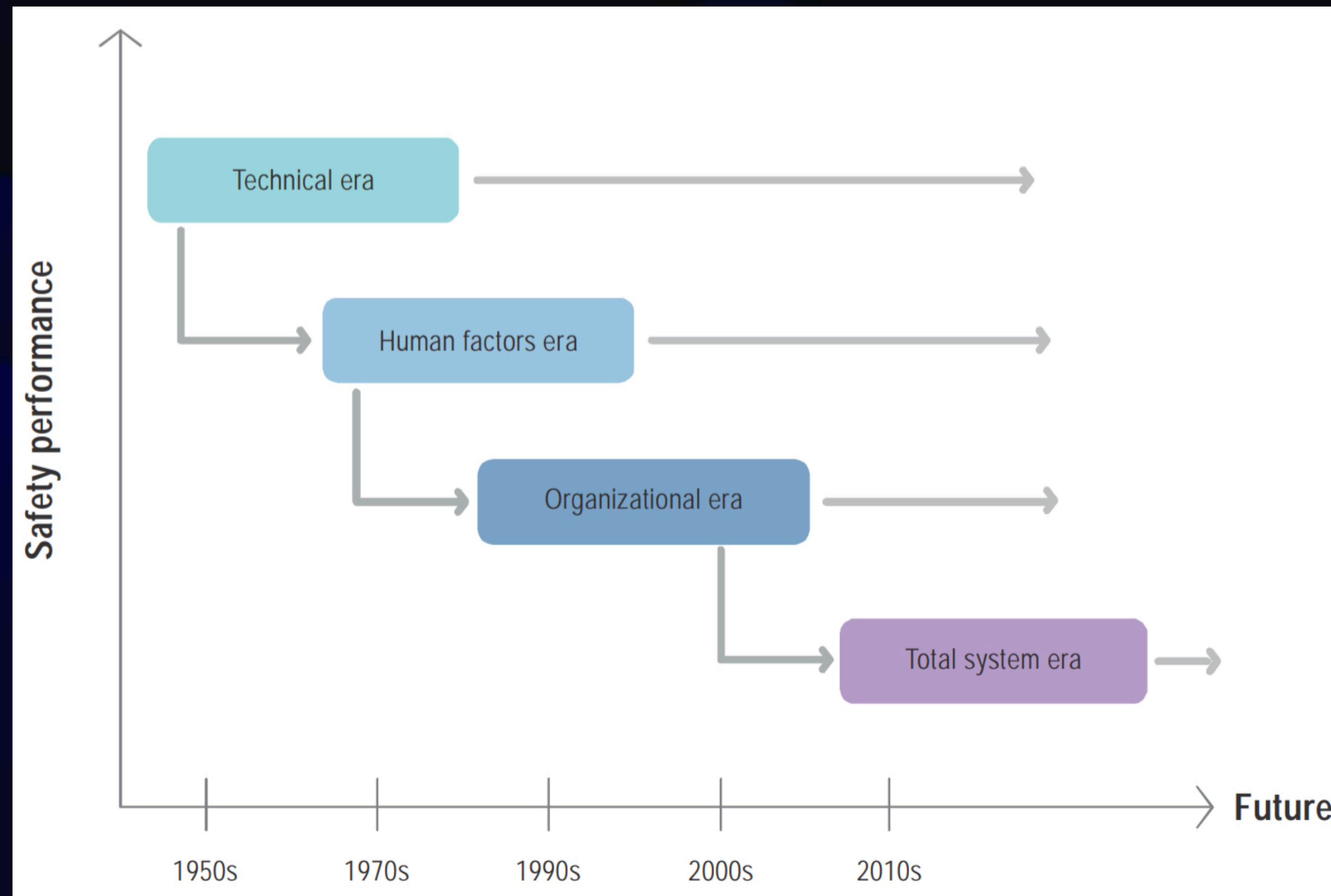
Stefan Becker | EASA VTOL Symposium | Cologne, 8th November 2022

Just Culture

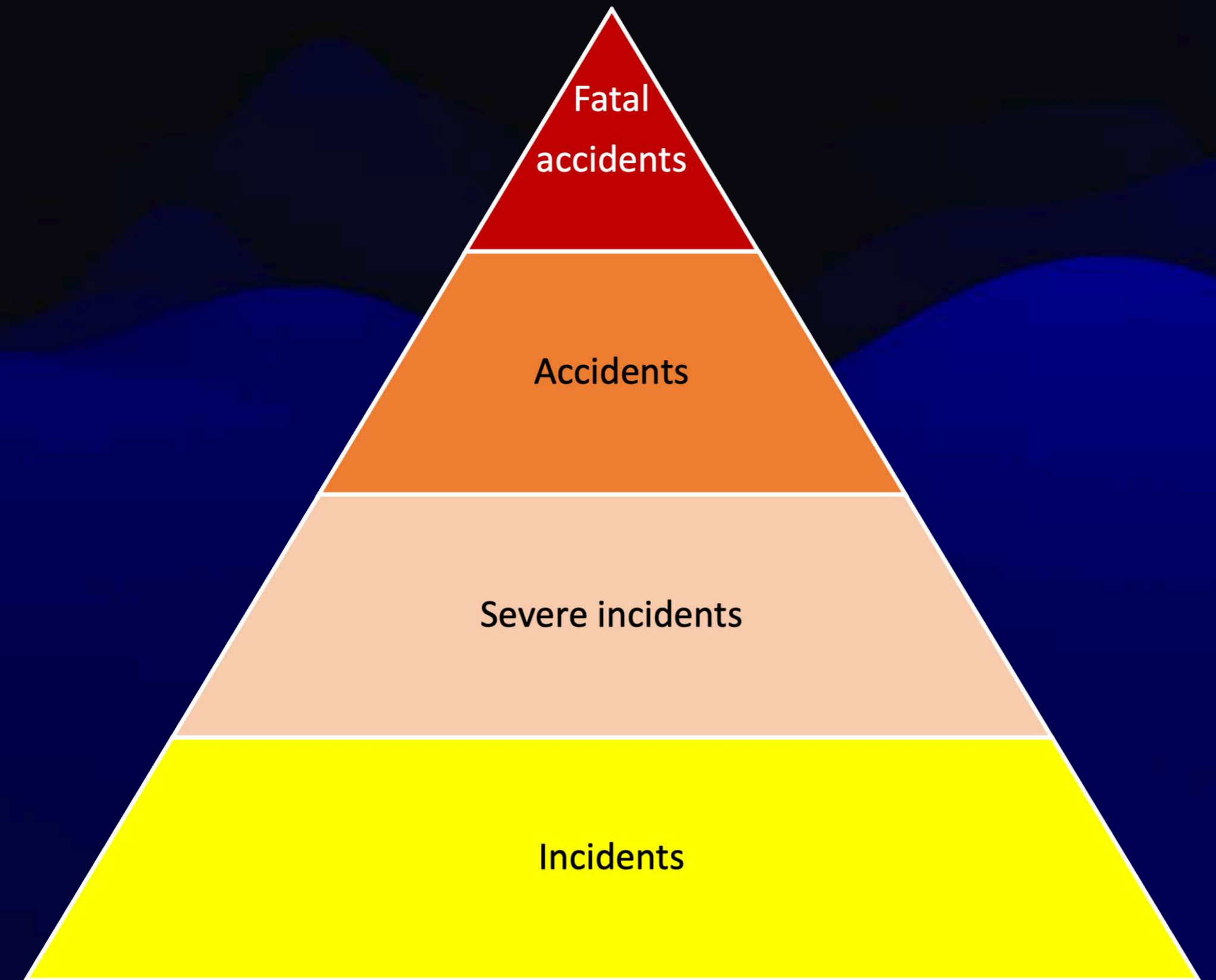




Avoiding Accidents



ICAO Doc 9859 (Safety Management Manual, 4th Ed., 2018)

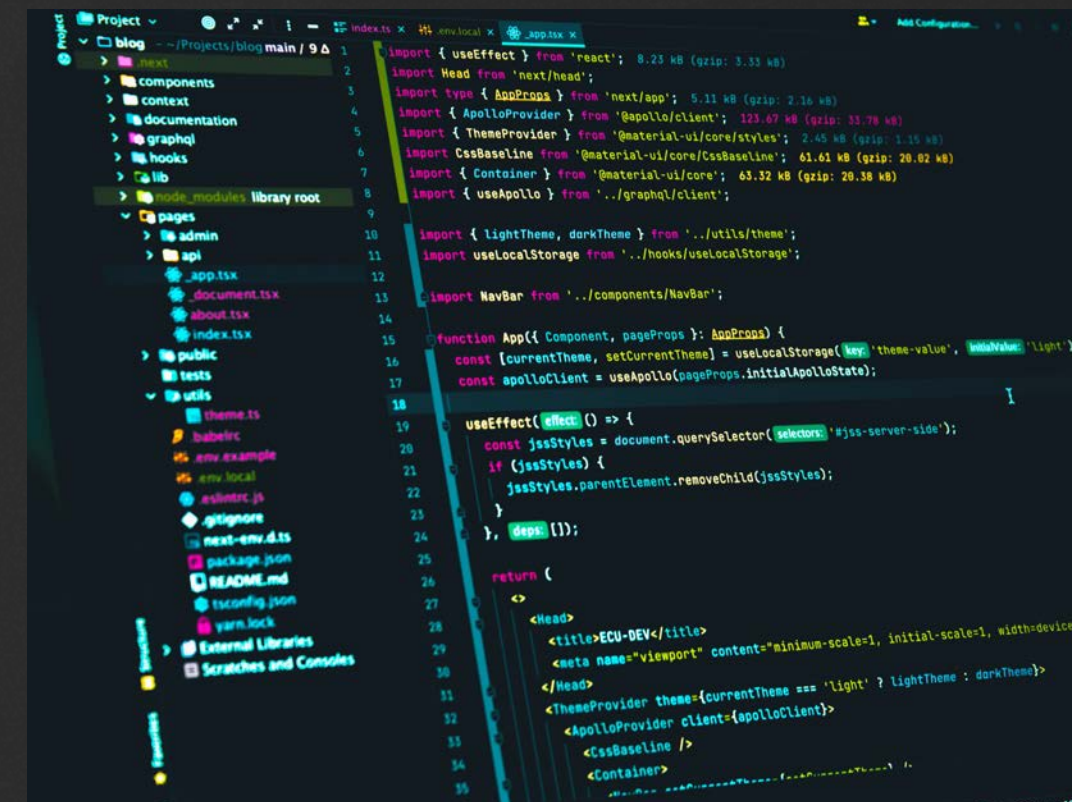




Increasing systemic complexity



Product Improvement Process

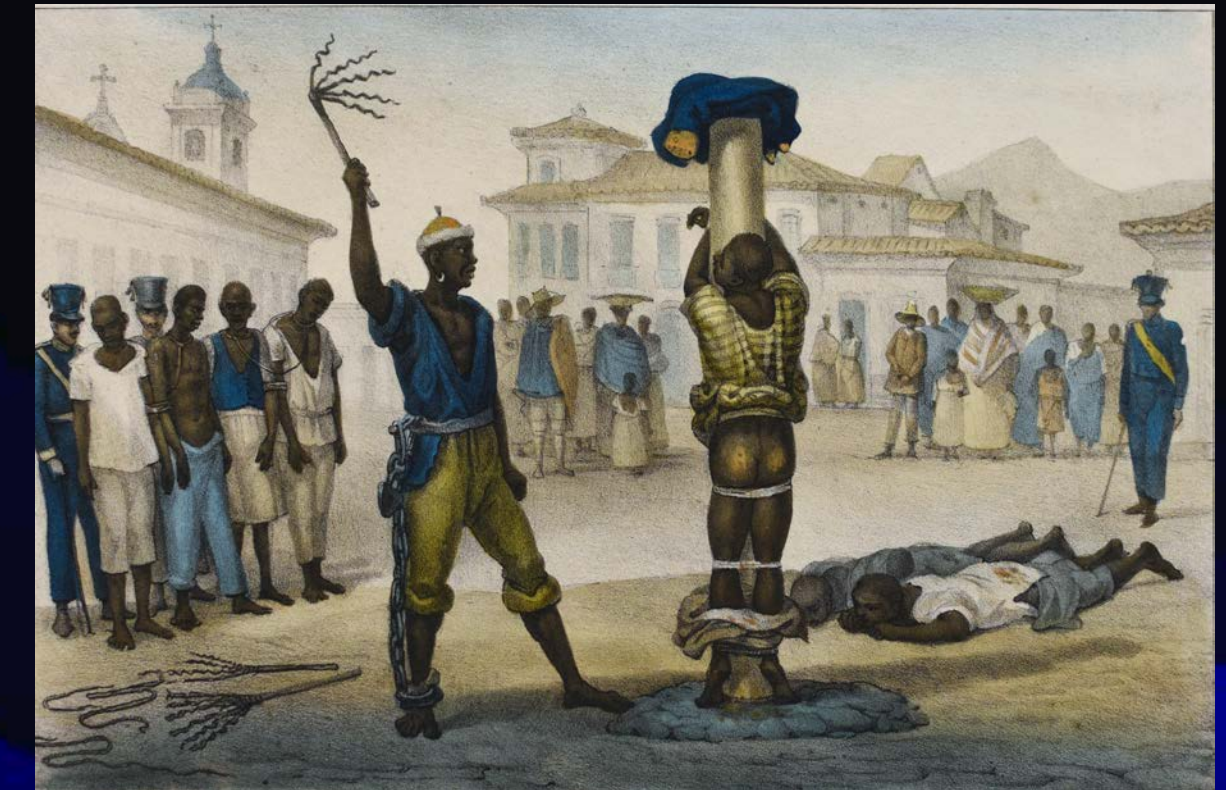


Avoiding Accidents



**Understanding /
Comprehension /
Knowledge**

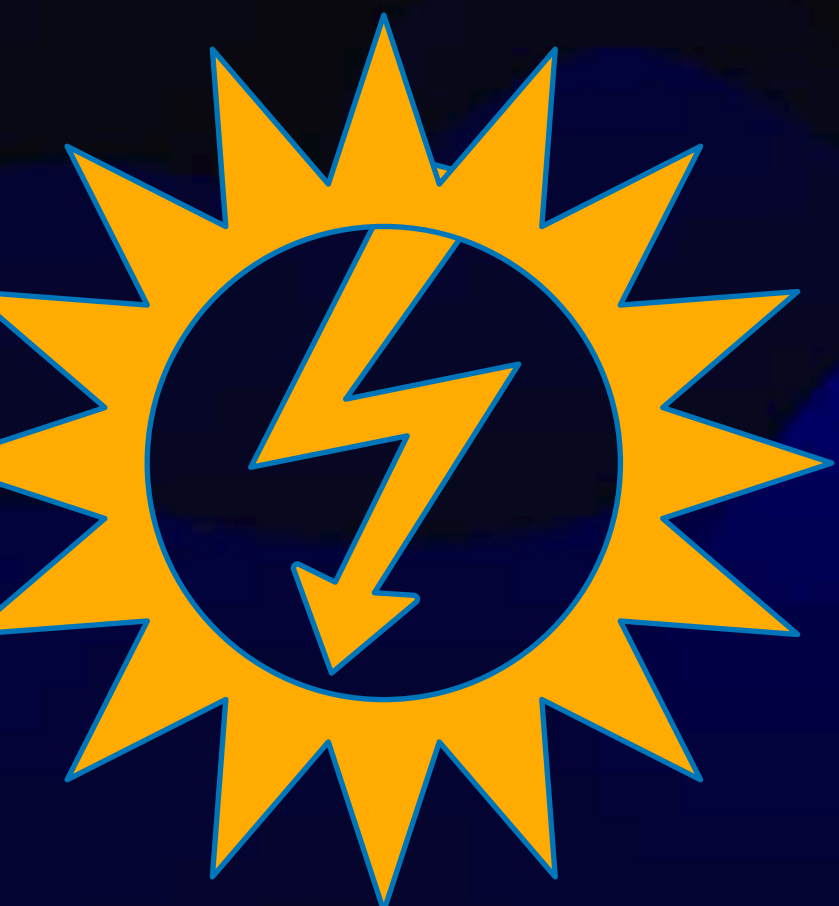
Management by learning



Sanctioning

Management by whip

Technical Investigation

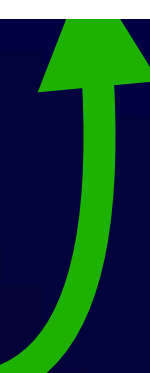
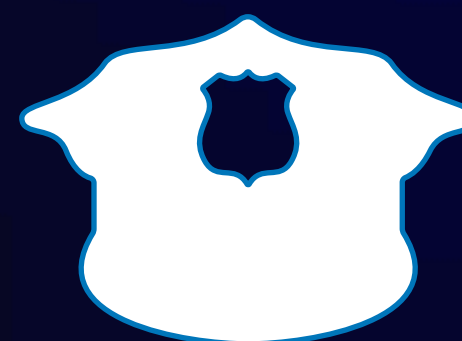


Reg. 376/2014: Art. 15 (4)

Reg. 996/2010: Art. 14 (1)

Reg. 376/2014: Art. 15 (4)

Reg. 996/2010: Art. 14 (3)



Legal Investigation

The actions of human operators are heavily influenced by the increasingly dominant and diverse functions of systems and environments.

In HRO, safety is not a status, but rather the result of a process landscape.

SMS require the collection of data and the recording, analysis and storage of safety-relevant reports.

Safety investigations should be carried out independently of administrative investigations and should include a protection from self-incrimination and an exclusion of evidence (incl. limitations).

Just culture only focuses on the causes of honest mistakes.

Protection does not apply in the cases of intent or gross negligence.

Just Culture

Just Culture

**A blank cheque for learning & safety in high risk & complex systems,
but not for negligent or intentional violations**

Stefan Becker | EASA VTOL Symposium | Cologne | 8th November 2022