

# Positive Safety Culture

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## Just Culture

Atmosphere that encourages individuals to report hazards, errors, and omission without fear of repercussions.

- Honest errors/mistakes
- Accountability for willful violations and gross negligence
  - Learn from unsafe acts
- Trusting relationship between leaders and front line employees

## Safety Culture

Atmosphere where corporate leaders commit to prioritizing safety as a core value and promoting with front line employees.

- Organizational support
- Employee buy-in to the programs

# SMS

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- ④ Safety Policy
  - Assigning an accountable executive
  - Defining objectives
- ④ Risk Management
  - Identifying, assessing, and mitigating risk
- ④ Safety Assurance
  - System monitoring
  - Data Acquisition
- ④ Safety Promotion
  - Training and communication to leaders and front line employees



# BENEFITS OF A POSITIVE SAFETY CULTURE

## LOWER ABSENTEEISM

Fit and Healthy people show up  
for work

## HAPPIER WORKFORCE

Employees will feel safe and  
secure at work. Utilize safety  
programs.

## SAFETY PERFORMANCE

Reduction of significant safety  
events, lower risk scores, and  
better mitigation strategies

## LOWER TURNOVER

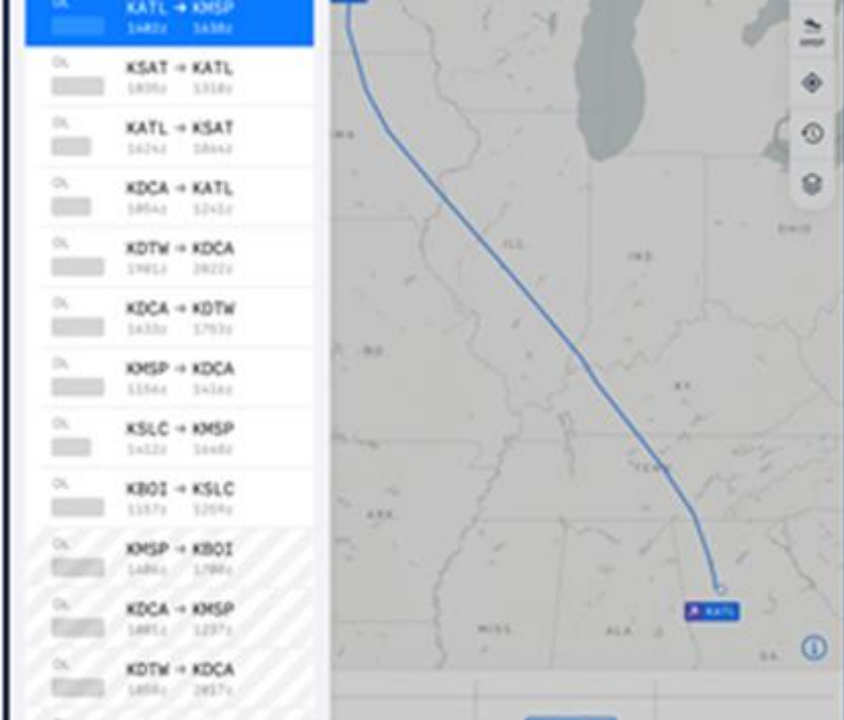
Retraining vs hiring  
Employee loyalty

## OPERATIONAL SUCCESS

Completing the job correctly the  
first time and knowing when to  
call a time out

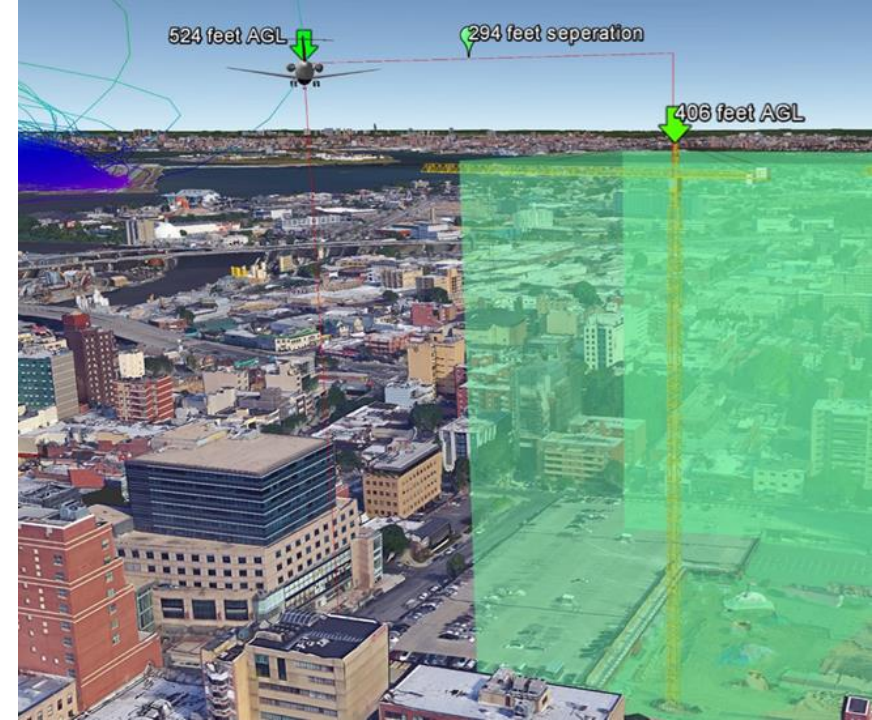
## CORPORATE REPUTATION

Less incidents and more  
performance praise in the media



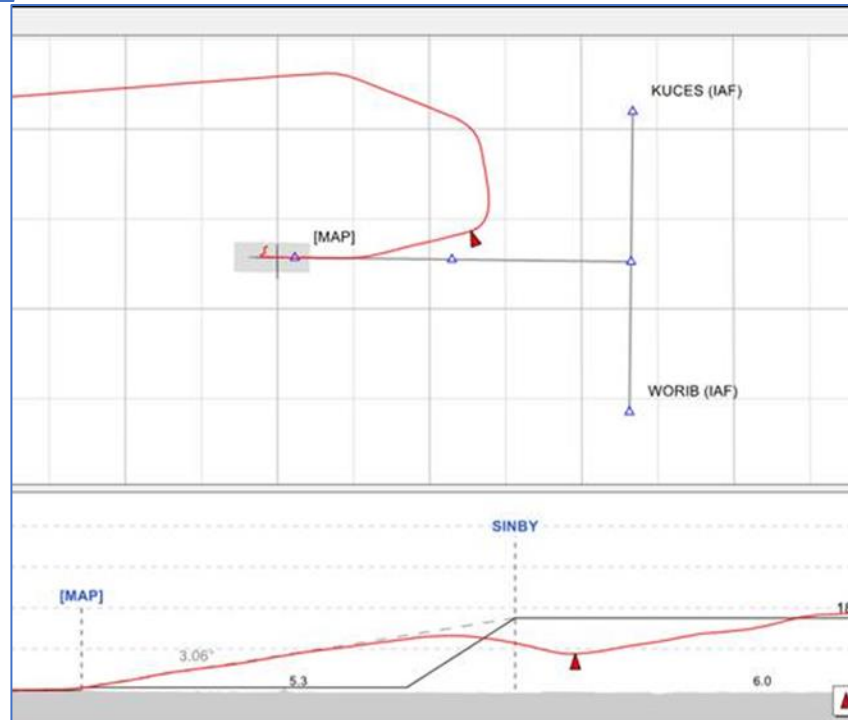
# Employee Safety Reporting

Non-Punitive Reporting Program



# Flight Data Monitoring

De-identified Trend Monitoring



# Data Sharing

Multi-division or cross agency investigations



EXAMPLES



## Safety Programs

Delta provides a suite of safety training that includes compliance requirements as well as tailored information relevant to an employee's role:

**Just Culture** – one of our long-established safety initiatives – is at the forefront to emphasize its importance to new employees within Delta. Just Culture uses collaboration, observations and conversations, such as peer-to-peer or manager-to-employee, to investigate safety incidents and to prevent them in the future, teaching by showing rather than by telling. Just Culture is a mindset that focuses on learning from good faith mistakes rather than punishment or blaming.

**Safety Culture** – In late 2021, we completed safety culture assessments at three of our larger U.S. airports – LAX, SLC and DEN. The results were validated by an external airport leadership team. Following the validation, grassroots teams representing frontline and mid-level leadership employees were established to address challenges identified in the assessment.

Projects addressed “cultural norms” with teams applying simple culture-based tools to develop an understanding of the beliefs, perceptions and assumptions that support those norms. During 2022, this approach was used for projects such as safety time-outs, vehicle use and care, leaders setting the tone for safety, ergonomic behaviors and team

lifts and sharing safety concerns and mistakes. Having those individuals closest to the work drive change in their areas and engage with peers in the development of solutions created shared success.

**The Ground Safety Advocate (GSA)** program launched, bringing to life the Just Culture concept by assisting new employees in practicing their peer-to-peer communication skills about safety concerns to promote best safety practices.

We expanded the network of **Health Centrals** (onsite health and well-being centers within airports) to provide immediate physical therapy, proactive treatments and exercise routines and, in many cases, access to gym equipment.

Investments in **ground handling equipment** were made, such as Powerstows (i.e., advanced belt loaders that can transport bags inside aircraft cargo bins), and other significant, continued investment in our eligible GSE fleet, including electrification.

**L365 Leading Safety** – a unified, cross-divisional learning program for safety leaders – was launched to enhance leadership skills and hear advice and lessons learned from other leaders across the company.

A back-to-basics course in **Occupational Safety and Health Administration (OSHA)** requirements and injury case management is in place to better position frontline leadership personnel to conduct more accurate, timely and complete injury investigations.

**Flight Safety** – We have made further enhancements to our safety assurance process through proactive key safety performance indicators directly related to the operation of an aircraft. These precursors allow better insights within an evolving environment and deliver risks to appropriate stakeholders before they become larger concerns.

Delta held its first annual **Safety and Environmental Summit** in late 2022, bringing together the frontline safety and environmental leaders across the company. This two-day event included messages from Delta's divisional and corporate leaders, keynote speakers and breakout sessions to deliver more detailed information on specific topics.

We communicated the importance of safety through weekly videos, internal posts, town halls, daily interactions with leaders and within workspaces to supplement training and embed a **culture of safety**.

**Regular quality assurance audits and employee interviews are performed at domestic and international airports to evaluate the implementation and success of these initiatives and programs. The audit findings and interview results are shared with leaders to proactively identify opportunity areas and best practices.**

### 2022 SAFETY AT A GLANCE

#### TRIR<sup>1</sup>

(Total Recordable Injury Rate)

4.28

#### DART<sup>2</sup>

(Days Away, Restricted or Transferred Date)

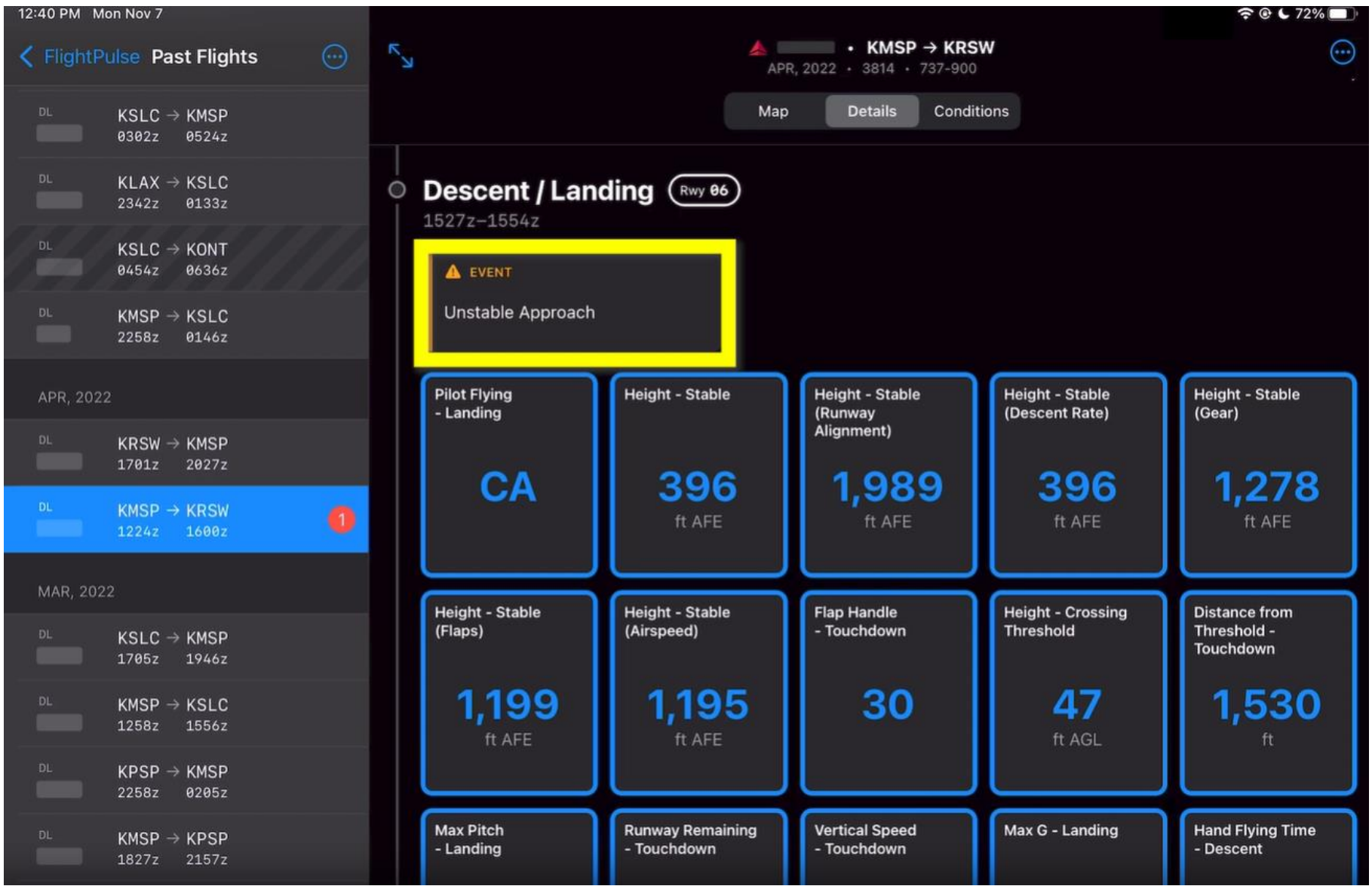
3.21

#### FATALITIES

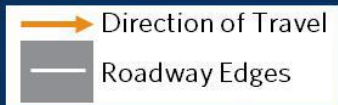
ZERO

- 1 TRIR, the number of recordable incidents per 100 workers in our airline operation over one year, increased from 3.83 to 4.28 due primarily to the increase in operations post-COVID.
- 2 DART, the number of recordable incidents with lost time or restrictions per 100 workers in our airline operation over one year decreased from the 2021 rate 3.46 to 3.21. The decrease indicates the rate of injuries are less severe, resulting in less time off work or on transitional duty.

# FLIGHT PULSE





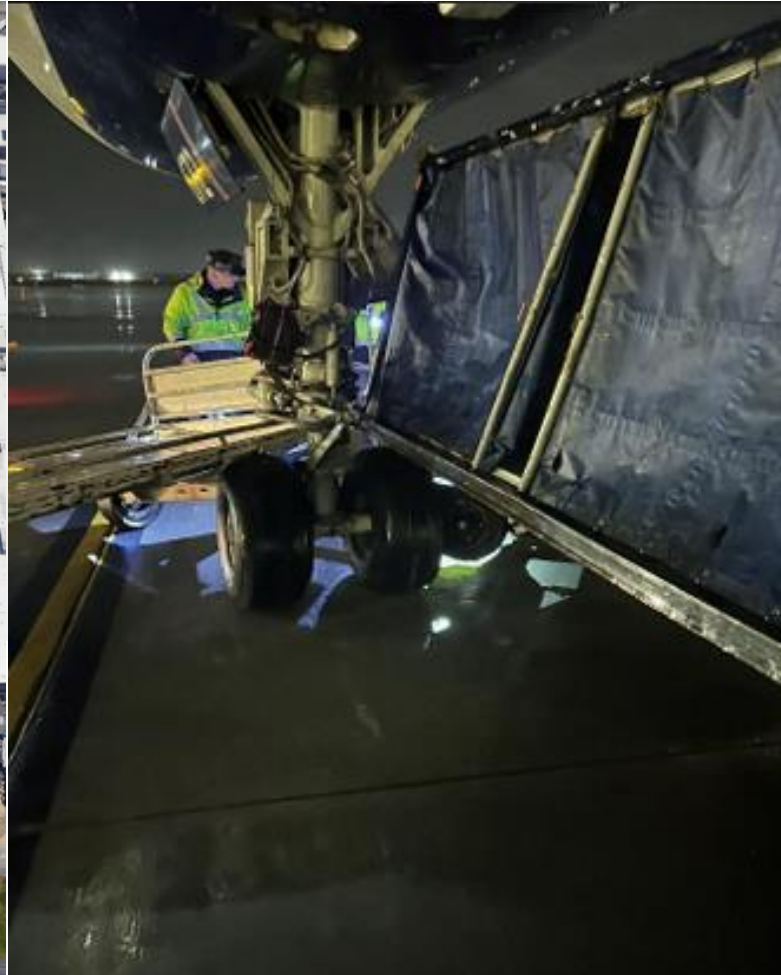
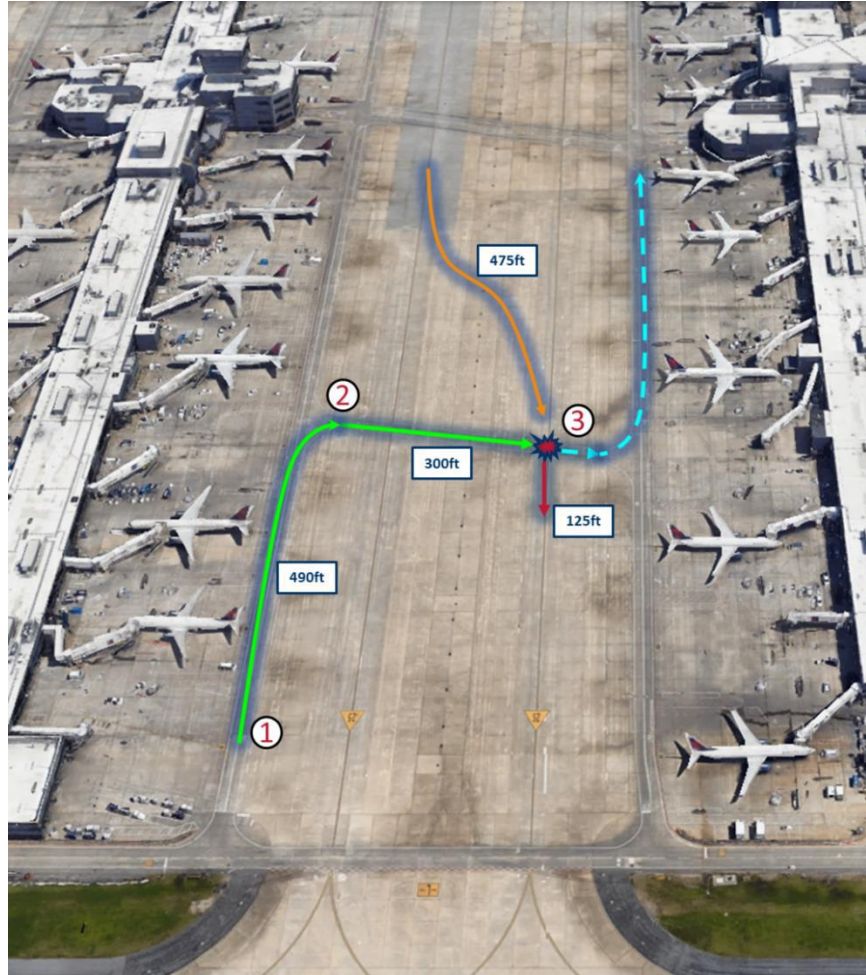


# TUG/AIRCRAFT COLLISION

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# TUG/AIRCRAFT COLLISION



## 2.2 Primary Findings

Primary Findings	
1	EE1 was struck by the NLG of a taxiing aircraft
2	Driving path crossed in front of the taxiing aircraft
3	EE1 didn't look to the left before crossing the taxi lane and didn't see the aircraft in their peripheral vision
4	Clothing (rain hood, sweatshirt hood, baseball hat) and protective goggles caused reduced visibility
5	Inclement weather (raining cats and dogs) during nighttime operations

## 2.3 Unsafe Acts

#	(1) Unsafe Acts	Category	Rec #
1a	EE1 did not look both ways prior to crossing taxi lane	Skill-Based Error (Improper Technique)	1
1b	EE1 didn't consciously process scene (Aircraft blended into the background lights/glare/etc)	Perceptual Error (Inadequate Visual Processing)	1

## 2.4 Preconditions for Unsafe Acts

#	(2) Preconditions for Unsafe Acts	Category	Rec #
2a	EE1 goggles fogged up blocking vision	Tools/Technology (Inadequate Condition)	4
2b	Roadway markings difficult to see during inclement weather conditions	Tools/Technology (Inadequate Condition)	3
2c	Heavy rain and high winds during nighttime operations	Physical Environment (Suboptimal Ambient Environment)	3

## 2.5 Supervisory Factors

#	(3) Supervisory Factors	Category	Rec #
No Supervisory Factors Identified			

## 2.6 Organizational Influences

#	(4) Organizational Influences	Category	Rec #
4a	No standard eye/face protection for employees during inclement weather	Resource Management (Equipment/Facility Resources)	4

## 2.7 Discovery Items

#	(5) Discovery Items	Category	Rec #
5a	Hoods/Hat blocked peripheral vision (accepted risk)	Planned Inappropriate Operations (Inadequate Staffing/Scheduling)	