

Technical Consulting

Safety Management –Error Management Implementation



Error Management Programme for the Attack Helicopter Depth Support Unit - (AHDSU) UK Defence Forces

The aim of the programme was to provide the AHDSU Management team with an operational Error Management System (EMS) which would be used to generate a dynamic risk picture of the organisation and a focussed approach to risk management.

Client Profile

The Apache Team provides logistic support and project delivery to the front line customer. The bulk of the team is based at the site of its prime contractor, AgustaWestland, in Yeovil, and the Depth Support Unit at Wattisham, Suffolk,

The Challenge

- ▶ To evaluate and identify critical areas of business risk and appraise the current cultural behaviours within the organisation at all levels.
- ▶ To develop and deliver a suite of training packages aimed at management, key staff, nominated event investigators and error committee staff.
- ▶ To provide consultancy support in the development of a suite of complementary procedures to underpin the safety and error management system.
- ▶ To deliver the above challenges in a limited timescale.

The Solution

After extensive consultation with the client, a bespoke package was recommended. The programme utilised the SMARRT Error Management Diagnostic (EMD) and cultural assessment tool to fully understand the unique challenges faced in a highly fluid operational environment. The output from the SMARRT assessment enabled development of local procedures that interfaced with existing processes and a single point hazard reporting and trend analysis system. Once all EMS framework requirements were in place, a bespoke intensive training programme was delivered into the organisation within a six-month period providing substantial operational and financial benefits.

- ▶ The Baines Simmons SMARRT Diagnostic and cultural survey tools measured the effectiveness of the existing system generating reports and outcome-focussed recommendations. These were presented to the senior management team in a facilitated mapping workshop.
- ▶ Baines Simmons reviewed and reported upon current company policies and designed and developed a suite of procedures that dovetailed into existing company policy documents within the complex and challenging local environment.
- ▶ Baines Simmons worked closely with the client to successfully deliver sustainable organisational cultural change.
- ▶ A bespoke suite of training packages was developed and delivered by a dedicated knowledgeable team of training consultants.



“The single most successful outcome of our programme has been the positive cultural change we have seen.”

– AHDSU Safety Manager

Comments from staff during the Programme:

“Awesome knowledge of civilian and military problems.”

“Excellent course with well considered mix of delegates.”

“This was a dark place before you guys came along.”

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The Outcome

- ▶ The project continues to deliver a fully functioning Error Management System, generating many more reports, targeted investigations and successful systemic interventions, all of which directly contribute to ongoing reductions in error rates.
- ▶ The increase in staff error management awareness from the programme has correlated with an astonishing reduction in inspection and quality findings.
- ▶ Success has led to the site becoming a key reference site for a pan-Defence Aviation Error Management System (DAEMS) investment across the entire Ministry of Defence.

Summary of Baines Simmons services utilised

SMARRT®

Error Management Diagnostic
Cultural Assessment Tools

Consulting support

Strategic and technical safety management support

Training courses

A comprehensive bespoke training package was developed for the client