

Technical Training

Safety Management - Safety Culture



Recurrent Human Factors training programme for 2,500 BAES personnel

BAE SYSTEMS

BAE Systems needed a high quality, cost-effective, recurrent HF training programme that it could implement across its entire MAI activity. The programme was part of a major change and safety culture development process and separate to that of a traditional technical course.

The programme required consultation, design, launch and delivery of a new customised Human Factors Recurrent course for four locations and 2,500 personnel in BAE SYSTEMS MAI.

Client Profile

BAE Systems is the second largest global defence company with approximately 100,000 employees worldwide. BAE Systems MAI delivers advanced military air capability through major aircraft programmes in the UK and many overseas customers. They have proven capabilities in prime contracting, systems integration, rapid engineering, manufacturing, maintenance, repair and upgrade, and military training.

The Challenge

In order to build upon the early success in raising HF awareness the programme needed:

- ▶ To promote proactive Error Management activity and integrate into wider training.
- ▶ To be customised to BAE SYSTEMS, be relevant, engaging and deliver impact.
- ▶ An external, informed, provocative, pragmatic safety change agent capable of working at all levels of the organisation.
- ▶ To be consistently delivered by knowledgeable, high impact facilitators, supported by reliable course administration support services.

The Solution

The design process implemented:

- ▶ Full training needs analysis findings.
- ▶ The client's educational requirements.
- ▶ The need to fully engage with the delegates with relevant content.

Significantly, the programme met the time, cost and budget requirements, whilst providing sufficient flexibility to align with the local site and general corporate needs.

The course designers utilised their extensive global and best practice error management knowledge and blended it with the actual BAE SYSTEMS MAI error management data findings. This unique approach ensured the course was highly relevant, engaging and effective in the environments for which it was designed.

"Baines Simmons has proven themselves to be exceptional consultant partners to BAE Systems, assisting with the design, development and implementation of an effective Error Management System.

"Together we have embarked on a Human Factors training programme, which is now the foundation to our Error Management System across many of our platforms and projects.

"The method, manpower and material used were extremely well received by all levels within the organisation and are key success factors to the programme.

"As a result of its partnership with Baines Simmons, BAE SYSTEMS has added a new dimension to flight safety within the company and greatly influenced the cultural behaviours of its people and processes to improve business performance."

Steve Hagan, Head of Quality Control, BAE Systems (Operations) Limited.

Technical Training

Safety Management - Safety Culture



The Outcome

In their initial feedback, 100% of delegates rated the course content and delivery methods as either VERY GOOD or GOOD.

- ▶ 86% of delegates reported a much improved/improved knowledge of Human Factors and Error Management techniques.
- ▶ Initial output from the courses was highly encouraging, with over 1,300 hazard identification reports recorded.
- ▶ Feedback from delegates reinforced the use of independent, externally recognised trainers that gave added authority and value to the training.
- ▶ There has been general consensus that commoditising Human Factors training into a technical subject would have been a substantially weaker solution; instead they received a high-value contribution to the business change process and its safety culture development. This use of professional external facilitators was vindicated as the best strategy to successfully nurture the change safety culture development process.

Long-term benefits and return on investment have started manifesting across the business as:-

- ▶ Reduced re-work
- ▶ Earlier error capturing
- ▶ Identification of ineffective defences
- ▶ Reduced rule-breaking
- ▶ Development of a positive safety culture (fair and just)
- ▶ Improved operational availability
- ▶ Decrease in quality audit non-conformance findings and cost of quality
- ▶ Increase in identification of 'at risk' behaviours and unacceptable corporate risk

Summary of Baines Simmons services utilised

SMARRT®

Safety Management Diagnostic (SMD);
Error Management Diagnostic (EMD);

Consulting support:

Executive Board Level SMS advisory service

Training courses:

TS07-Human Factors & Error Management (Initial);
TS08-Human Factors & Error Management (Recurrent);
TS05-Effective Event Investigation;
TS01-Safety Management Systems Essentials for Managers;
TS06-Hazard Identification, Risk Assessment and Control;