

Technical Consulting

Business Improvement – Quality & Safety Culture



Safety Culture & Product Quality Review

BAE Systems MAI – review of 3,600 personnel across 4 locations

BAE SYSTEMS

BAE Systems Military Air and Information (MAI) requested an independent, objective review of the organisation's safety culture and an assessment of attitudes towards operating risk and quality across four business sites and 3,600 personnel as part of its commitment to embedding a total performance culture through business performance.

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

The review needed to deliver an objective overview of relative risk across four locations to provide a benchmark baseline of levels of risk-taking, management conflicts, production inhibitors and inconsistent systems. The review needed to provide an unbiased perspective of the balance between production and quality processes and assess the effectiveness of the quality system in managing and protecting against risk. This work needed to reflect four physical locations, supporting different platforms, different business drivers and different operating cultures.

The Solution

- ▶ Baines Simmons designed a specific online quality culture survey to determine how much respondents agreed or disagreed with statements based on the following categories: local management commitment; policy; process and provisioning; individual accountability and organisational values and goals.
- ▶ Data was collected from 1,298 respondents. This was deemed a good indicator of the overall climate at each of the sites.
- ▶ The data was analysed using a consistent diagnostic toolset and benchmarking analysis.
- ▶ An executive summary compared relative risk levels at each of the locations and identified four prime risk themes; it also provided a list of organisational and cultural observations, conclusions and recommendations to the client management team.
- ▶ Detailed reports provided data response by location and analysed category, highlighting both positive areas and areas for improvement.

"The review and subsequent analysis really helped us as a management group better understand the issues and priorities we needed to deal with.

"Baines Simmons brought objectivity, resource expertise and rapid survey and assessment tools that helped bring clarity and a baseline.

"Thanks to the team for their commitment and passion to giving us this valuable overview".

*Graeme Blackledge, Manager,
BAE Systems MAI*

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The Outcome

The final report provided key managerial insights across the areas addressed within the agreed project scope. The overall summary provided a valuable base point for internal management discussions, planning and prioritisation. A detailed report provided focussed recommendations and expert observations for local management consideration. Four key safety and risk themes were identified:

- ▶ Areas of undue risk-taking behaviour
- ▶ Under-managed conflict areas
- ▶ Latent production inhibitors
- ▶ Inconsistent application of systems and processes

Summary of Baines Simmons services utilised

SMARRT[®]

Safety Management Diagnostic (SMD)

Safety Culture Survey

Consulting support

Executive Board Level Safety Management Systems Advisory Service