

Technical Consulting

Safety Management - Error Management Implementation



Implementation of an Error Management System - RNAS Culdrose

- DAEMS field development phase: 1,098 personnel



Baines Simmons led the delivery of the DAEMS Field Development Phase – the trial and precursor for the full ‘4 world’s’ DAEMS programme. Following this successful delivery, Baines Simmons was invited to become a strategic partner to the Military Aviation Authority across:

- ▶ Flight Operations
- ▶ Air Traffic
- ▶ Maintenance
- ▶ Support Operations

“Having been nominated as the station that would conduct the DAEMS FDP, I have been hugely impressed with the support provided by Baines Simmons.

‘From the outset, they recognised the deeply embedded Flight Safety culture within the Royal Navy/Fleet Air Arm (as witnessed by their own diagnostic survey) and have been willing to adapt training content to ensure delivery of a measured, appropriate product.

‘As well as acknowledging that the FAA had already embraced HF and Just Culture philosophies, Baines Simmons was particularly responsive to short-term programme changes due to operational priorities.

‘It has been a partnership that has worked extremely well, and I am very grateful for their involvement and support.’

Commander Ian Fitter - Royal Navy Commander (Air and Training)

Client Profile

The Military Aviation Authority (MAA) is the Regulator for Defence aviation. The MAA was established in April 2010 as a unified regulator of Defence aviation to implement the recommendations of the 2009 Haddon-Cave Nimrod Review and to take forward the work of that reform.

The Challenge

The MAA sought to implement an effective aviation error management system spanning the complexities of all Defence aviation disciplines. The Field Development Phase (FDP) was designed to deliver the first functioning ‘4 world’s’ DAEMS to an operational Royal Navy Air Station.

- ▶ The project and experience needed to identify and de-risk the wider pan-MoD roll-out.
- ▶ Delivery involved the introduction of a new paradigm, a new approach, a new open reporting culture, new processes and new procedures.
- ▶ Outcomes needed to initiate and engender new safety behaviours and create error management professionals able to contribute to ongoing operational safety.
- ▶ The FDP needed to trial the DAEMS doctrine and tools available at the time and provide real world data back to MAA for policy refinement.

The Solution

- ▶ Baines Simmons provided a dedicated and experienced project team to manage and deliver the programme, working closely with a strong leadership team at RNAS Culdrose.
- ▶ The project consisted of training and ongoing technical advisory support to policy, procedure and process, utilising an earlier Error Management Diagnostic and previously developed DAEMS strategy.

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- ▶ Key training courses were delivered to managers and practitioners from the four disciplines affected by DAEMS: Flight Operations, Air Traffic, Maintenance and Support Operations.
- ▶ Over 80% of targeted personnel were trained in just three months with most training well received.
- ▶ The programme of training consisted of:
 - Human Factors
 - Error management system foundation training
 - Effective Occurrence Investigator training
 - Occurrence Review Group training

The Outcome

The MAA's analysis and learning from the project was described as invaluable. The success of the Field Development Phase helped secure commitment and funding for the wider pan-Defence DAEMS roll-out across the '4 worlds', affecting some 18,000 personnel.

Despite a challenging and complex operational environment with significant organisational pressures, the initial output from the project was highly encouraging. Overall, the Fleet Air Arm saw a significant rise in reporting in the first quarter 2011, immediately driving a 33% increase in occurrence reporting. The FDP served to identify and catalogue a significant list of lessons learned along with improvements and recommendations to de-risk and inform the main Defence-wide DAEMS implementation programme.

Summary of Baines Simmons services utilised

SMARRT®

Error Management Diagnostic (EMD)

Consulting support

MAA Board Level – strategic SMS leadership support

Consulting support

TS07 – Human Factors & Error Management (Initial),

TS05 – Effective Event Investigation