

# Strategic Consulting

## Safety Management – Error Management Implementation



## Design of a Pan-Defence Aviation Error Management System (DAEMS) for 18,000 Personnel



In 2010, Baines Simmons was selected to work alongside the Military Aviation Authority (MAA) to assist in the design of DAEMS. The DAEMS programme is a response to the 2009 Nimrod Review that made 84 recommendations to the MOD to improve both Air Safety and wider aspects of safety across the Department. The MAA, part of the MOD responsible for the delivery of the Air Safety-specific recommendations, rapidly needed an 'all services error management system' to increase the ability to learn from errors, hazards and near misses in the Air environment. Its objective was to build a positive and proactive safety culture that would contribute to the prevention of aircraft accidents, reduced loss of life, improved operational capability and decreased unnecessary expenditure.

### Client Profile

The MAA was established in April 2010, providing the regulatory framework for all aspects of military aviation. The formation of the MAA was a key recommendation of the independent Nimrod Review Report written by Mr Charles Haddon-Cave QC. The aim of the MAA is to enhance the delivery of operational capability through continuous improvement in military Air Safety, associated culture, regulation and practice.

### The Challenge

- ▶ One of the MAA's key challenges is to unify disconnected air operations to ensure activities are performed in a safe and appropriate manner.
- ▶ Building on the introduction of the Attack Helicopter Defence Support Unit as a standalone operational unit in 2007-8 with which Baines Simmons was involved, the MAA is implementing the Haddon-Cave recommendation of an Aviation Error Management System.
- ▶ The MAA ambitiously sought to implement an effective pan-Defence DAEMS spanning the complexities of all Defence aviation disciplines. DAEMS had to be a workable combination of policies, processes and tools for reporting and analysis of errors and near misses that would be culturally adopted by up to 18,000 Defence personnel.

### The Solution

The aim is to develop a pan-Defence Aviation Error Management System across '4-worlds' - aircrew, engineers, air traffic management and other support personnel. The philosophy, benefits and experiences of previous work in MOD error management will be adopted across all main operating bases with Baines Simmons supporting the project through:

- ▶ Strategic advice into the DAEMS Steering Group, and ongoing technical support and expertise into the Working Group development project.
- ▶ Guidance and assistance in identifying the key success components for DAEMS, its scoping for '4 worlds' adoption, and the roll-out plans for sustainable culture and behavioural change.
- ▶ Managing the successful Field Development Phase of DAEMS at RNAS Culdrose and delivering recommendations to de-risk the wider roll-out programme.

*"We have been impressed with Baines Simmons' performance to date. The company has used its technical expertise and experience to build a rapid and comprehensive picture of our organisational needs in respect to DAEMS."*

*"Baines Simmons is proving to be a strong ally in our drive to change and ultimately improve the Defence Air Safety landscape. In delivery terms, the company has been flexible, engaging and professional – it has certainly played its part to date in getting us as far as we have to deliver on our MAA safety commitments, although there is still much more to be done."*

Rear Admiral Simon Charlier  
 MAA Operations Director

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### The Outcome

- ▶ DAEMS is now a fully recognised MOD change management programme that is being actively implemented across 18,000 personnel within aircrew, engineers, air traffic management and other support personnel.
- ▶ It has 'buy-in' at all levels and an implementation plan that includes training courses and support to policies, processes and procedures and cultural adoption.
- ▶ It has a long-term sustainability element, with a timetable, momentum and appropriate finance.
- ▶ The Nimrod Review had expressly acknowledged the early potential from the Baines Simmons-led error management approach and DAEMS has successfully become an integral part of the formal response to the Haddon-Cave recommendations.

### Summary of Baines Simmons services utilised

#### **SMARTT®**

Error Management Diagnostic (EMD)

Management Diagnostic (MD)

#### **Consulting support**

MAA Board Strategy-level SMS leadership support

#### **Training courses**

Human Factors & Error Management (Initial)

Human Factors & Error Management (Recurrent)

Effective Event Investigation