

# Cultural Change Programme

## Error Management System Implementation



## Changing Defence Aviation Safety Culture through the Implementation of a Defence Aviation Error Management System (DAEMS)



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

- ▶ Deliver a cultural change programme to take Defence Aviation away from solely seeking to produce operational capability by balancing it against organisational protection.
- ▶ Promote the implementation and growth of a Just Culture that would lead to open and honest reporting across all levels and components of Defence Aviation where personnel bring risk to the operation.
- ▶ Build upon previous work completed in the the Attack Helicopter Defence Support Unit and the RAF Maintenance Error Management Programme both implemented prior to 2010.
- ▶ Create a generation of professionals able to recognise and appropriately mitigate error-promoting conditions before they become an issue.

### The Solution

The aim was 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 was to be adopted across all main operating bases with Baines Simmons supporting the project through:

- ▶ Creating and promoting an understanding and belief in the benefits of Error Management among the leadership at both unit and higher command level.
- ▶ Providing the influential, but pressed middle management with an understanding of the benefits of Error Management to them and their subordinates.

*"The work the MAA has done alongside Baines Simmons has helped Defence Aviation mature considerably since the implementation of the Nimrod Review almost six years ago. A positive safety culture and an ability to look forwards, not backwards and a focus on preventing future events and learning from historical occurrences have been key to this progress. Baines Simmons has been an invaluable partner to the MAA in encouraging a proactive climate which has driven an engaged culture across Defence Aviation, developing a healthy approach to identifying and managing risks in an inherently hazardous environment."*

Air Vice-Marshal PA Atherton OBE  
 RAF, Director MAA

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- ▶ Providing selected specialists with the necessary knowledge and skills to effectively manage the data at unit level to provide an increasingly more defined risk picture for the Delivery Duty Holder.

### The Outcome

- ▶ DAEMS is a successful MOD change management programme that has been implemented across '4-worlds' - some 18,000 personnel within aircrew, engineers, air traffic management and other support personnel.
- ▶ It has 'buy-in' at all levels and the implementation plan successfully created an evolution in reporting that created intelligent interventions to extant policies, processes and procedures. Furthermore, it has allowed identification and resolution of issues with equipment and support capabilities.
- ▶ The implementation was assured through a period of Technical Support that provided evidence that all units were evolving their Error Management maturity, providing greater visibility of risk-inducing activity across all areas of the operation.
- ▶ The end of contract summaries to the Operational Duty Holders (ODHs) were very well-received and demonstrated the level of proven leadership buy-in and success in developing an operating Error Management System across Defence. It has also paved the way for further work to create an effective Safety Management System through the follow-on DAEMS II Programme.

### Summary of Baines Simmons services utilised

#### Consulting support

- ODH Strategy-level EMS leadership engagement
- Unit-level Training and Learning Needs Analysis prior to training roll-out
- Unit-level 'dip check' of EMS capability
- ODH Strategy-level EMS leadership summary of unit effectiveness

#### Training courses

- Human Factors & Error Management (Reporters)
- Error Management (Middle/Senior Management)
- Train-the-Trainer (TtT) Error Management (Reporters)
- Effective Error Management
- Occurance Safety Investigation
- Occurance Review Group