

# Technical Consulting

## Business Improvement - Safety Culture



## Business Efficiency Review Programme for a Private Jet Maintenance Provider

As part of a business improvement programme, the newly appointed Managing Director at TAG Farnborough Engineering invited Baines Simmons to assist in a business efficiency review.

Baines Simmons consultants used a range of tools to conduct in-depth reviews of key activities, including Safety and Error Management, Quality and Just Culture at the TAG Farnborough Engineering facility at Farnborough Airport.

### Client Profile

TAG Farnborough Engineering, part of TAG Aviation, provides private jet maintenance capability for Bombardier, Dassault and Hawker aircraft, with AOG support, line maintenance and major inspections.

### The Challenge

The client recognised the need to drive up customer service levels in order to promote and sustain business growth whilst implementing business efficiency improvements to force down operational costs, rework rates and the frequency of costly maintenance errors. They looked externally for professional assistance in selected key areas and engaged Baines Simmons to assist them. The initial safety culture survey identified an initiative-weary workforce and highlighted specific areas of low performance that had impacts on customer retention, financial performance, safety and compliance.

### The Solution

Based on the findings of the Error Management Diagnostic (EMD), Baines Simmons proposed the adoption of an holistic, integrated and focussed business safety improvement programme.

It quickly became apparent to TAG management during the early engagement phase that better value and better solutions could be realised by engaging with Baines Simmons at three intervention levels - as a close, trusted advisor; as consultants and as technical subject matter experts. This provided a support framework for a wider programme that blended training with advisory and supportive consultancy to secure and promote sustainable change.

Improvements were led through:

- ▶ A staff competence development programme involving investment in Regulation, Human Factors, Investigation and Error Management training courses
- ▶ The design and implementation of a number of key organisational enablers to support safety effectiveness through policies, procedures and error management processes
- ▶ The development of a 'Just Culture' through an active leadership policy and communication

*"Our Baines Simmons consultants provided us with an invaluable and independent benchmark perspective.*

*"Their expertise and tools helped to bring clarity to the picture and shape our thinking as a management team.*

*"We were able to act on their analysis and expert opinions and incorporate their recommendations into our business improvement plan, specifying priority actions.*

*"Their collaborative and supportive approach has helped us make great strides in our safety culture development in which we have been able to measure many areas of significant improvement in just one year."*

Greg Hoggett, Managing Director,  
TAG Farnborough Engineering

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### The Outcome

A year after the initial EMD, Baines Simmons conducted a second review to measure progress in error management performance.

The findings were very positive, indicating an increase in the desire to report alongside more thorough investigations and more effective interventions. Staff expressed a high degree of satisfaction with the new changes led by the management's commitment to Just Culture and Error Management principles. Reporting levels had increased, with a decrease in the number of non-conformance findings evidenced by external audits.

By engaging, understanding and working closely with Baines Simmons, TAG has adopted a number of practical and best practice solutions that have made positive and demonstrable financial improvements. The programme has facilitated sustainable positive organisational culture change, illustrating the potential and value of a collaborative approach.

### Summary of Baines Simmons services utilised

#### SMARRT®

Error Management Diagnostic & Safety Culture Survey

#### Consulting support

Quality System consultancy  
Error Management Programme  
Just Culture policy development  
Event investigator workshop  
Investigation report review

#### Training Courses

TR02: EASA Part 145 – Successfully Applying the Regulations  
TR03: EASA Part M – Successful Management for Air Operators  
TR16: EASA/FAR Part 145 Differences – Regulation Essentials for European Repair Stations  
TS05: Effect Event Investigation (Maintenance)  
TS07: Human Factors and Error Management (Initial)  
TS08: Human Factors for Aircraft Maintainers (Recurrent)  
TS14: Effectively Reviewing Investigation Output.