



Enhancing the Management of Safety at Marshall Aerospace and Defence Group

Marshall ADG and Baines Simmons





MADG Safety Language Video





Marshall Aerospace and Defence Group





Heavily Regulated

Part 21 G
Production

CFAOS

UK MAA DAOS

The Health & Safety

Air
Land
Executive

Sea

Mil Part 145
& Part M





What Safety looked like 3 years ago?



Engineer
working in this
confined space

What was our Safety Culture really like?





Working out what our safety culture was like and why?



Baines Simmons Enablers chart





Product

Design

Environmental

Common

Occupational

Safety

Aviation

Operational
Health &





What are we aiming to be like?

Our Safety Vision

- We will have committed and effective **safety leadership** so that we all understand our role in the management of safety
- We will have an open and proactive **safety culture** that recognises and values **positive safety behaviours**
- We will have a **simple hazard identification and risk management system** so that we effectively and sustainably manage safety risk
- Our people will be **safe, competent, engaged and empowered to make the right risk-based decisions**

We know we want to do – breakdown the silos, understand what is happening and why, better protect ourselves from harm





What do we mean by Safety at Marshall ADG?

- **Free from harm –**
 - **Financial harm – re-work costs**
 - **Personal safety – RIDDORs**
 - **A/C damage – loss of customer assets / loss of customers**
 - **Reputational damage**
 - **Environmental harm**





Marshall



How did we do this?

- A four phased 'racy programme'
- **UNDERSTAND** – used the diagnostics and developed a vision
- **BUILD** strong foundations – 47 recommendations, early employee engagement, work cards and work groups, developed policies and process [but not in the true sense]







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- **BUILD** strong foundations – 47 recommendations, early employee engagement, work cards and work groups, developed policies and process [but not in the true sense]
- **POWER UP PHASE** – all 2,000 employees encouraged, motivated, listened to
- Now in our **PERFORMING** phase – embedding the changes, celebrating, coaching and learning and maintaining the momentum



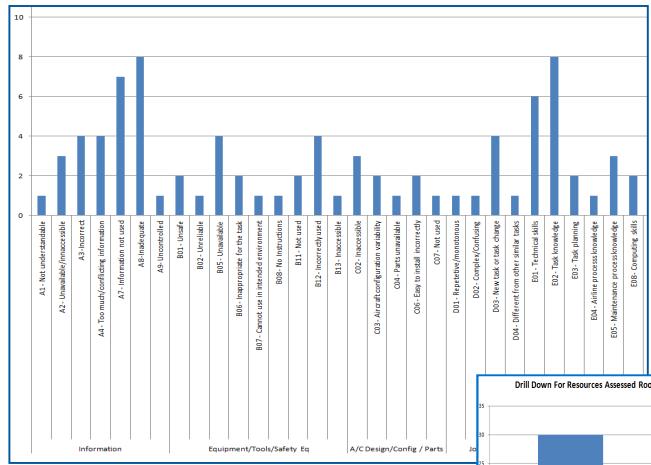
So what are we learning?

- Informal leadership has been key – shopfloor engaged and owners
- Discussing and resolving safety issues in a consistent approach across the business
- We are learning from our Safety Reports and Event Investigations and we are starting to address them – top 5 causal and contributory factors known
- We had some gut feelings before our programme of change but we had no degree of confidence
- We have a better understanding of our risks and we are starting to make risk based decisions at all levels

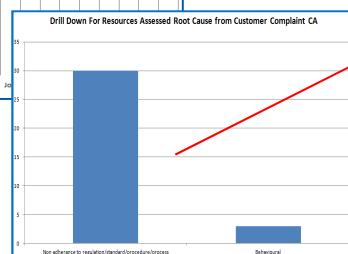




Event Investigation and Causal and Contributory Factor Findings



MSAFE Top 5 – Complacency, Leadership and Supervision, non adherence to procedures



Return on Investment



Why did we Partner to improve our safety performance?





Where are we going next?

- Original performance measured against PSOE
- Now developing an internal capability so Marshall can assess themselves
- Will support Marshall internally in knowing how well or justify performance and why
- Support customers and regulators in having confidence in Marshall's safety performance





It has been hard but also fun and rewarding





Thank you for listening

