



# Enhancing the Management of Safety at Marshall Aerospace and Defence Group

*Marshall ADG and Baines Simmons*





# MADG Safety Language Video





Marshall



# Marshall Aerospace and Defence Group



**SAFETY  
MATTERS**





Heavily Regulated

Part 21 G  
Production

Part 21 J Design  
Part 145

CFAOS

Air

Mil Part 145  
& Part M

UK MAA DAOS The Health & Safety

Executive

Land

Sea



## 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

Common

Occupational

Safety

Design

Aviation

Environmental

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



## 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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Safety Behaviours




Safety Assurance



Safety Flow




Safety Performance




**SAFETY MATTERS**

Our Business  
Our Future



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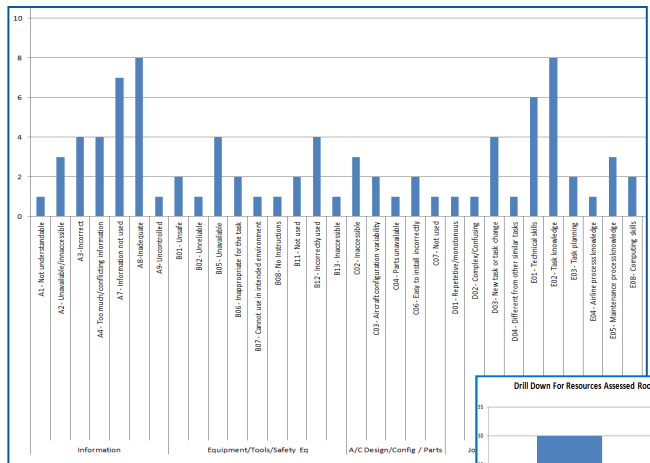
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- A four phased 'racy programme'
- **UNDERSTAND** – used the diagnostics and developed a vision
- **BUILD** strong foundations – 47 recommendations, early employee engagement, work cards and work groups, developed policies and process [but not in the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

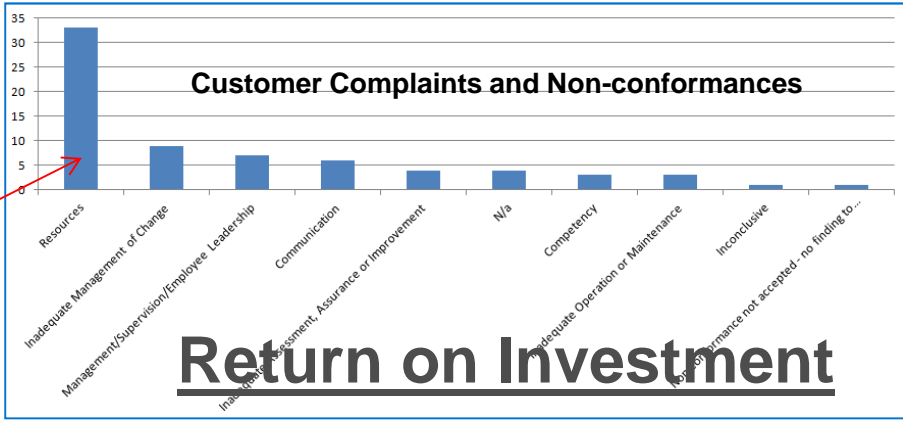
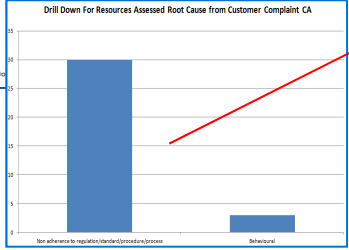
## So what are we learning?

- 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**

