



HUMAN FACTORS & ERROR MANAGEMENT - INITIAL AWARENESS TRAINING FOR BAE SYSTEMS SAUDI ARABIA

Through our long-standing relationship with BAE Systems, we were asked to develop and deliver a bespoke Human Factors and Error Management initial training programme to 500 staff within BAE Systems Saudi Arabia. The training had to be integrated with BAES' existing Maintenance and Continuing Airworthiness Safety Mandates and was delivered on behalf of SDT (Saudi Development and Training) – an economic-offset company of BAES as part of the Salam support services contract for BAES and Royal Saudi Air Force (RSAF) personnel.

CLIENT PROFILE

BAE Systems Saudi Arabia – a significant and discreet business unit within BAE Systems – is the single largest supplier of Land, Sea and Air systems, equipment and technical assistance to the Kingdom of Saudi Arabia. It is responsible for all aspects of BAE Systems' long-term presence in the Saudi Arabian home market. Working in partnership with its customers, including the Royal Saudi Air Force and Saudi industry, it delivers cost-effective solutions supported by in-country management and technical capabilities.

THE CHALLENGE

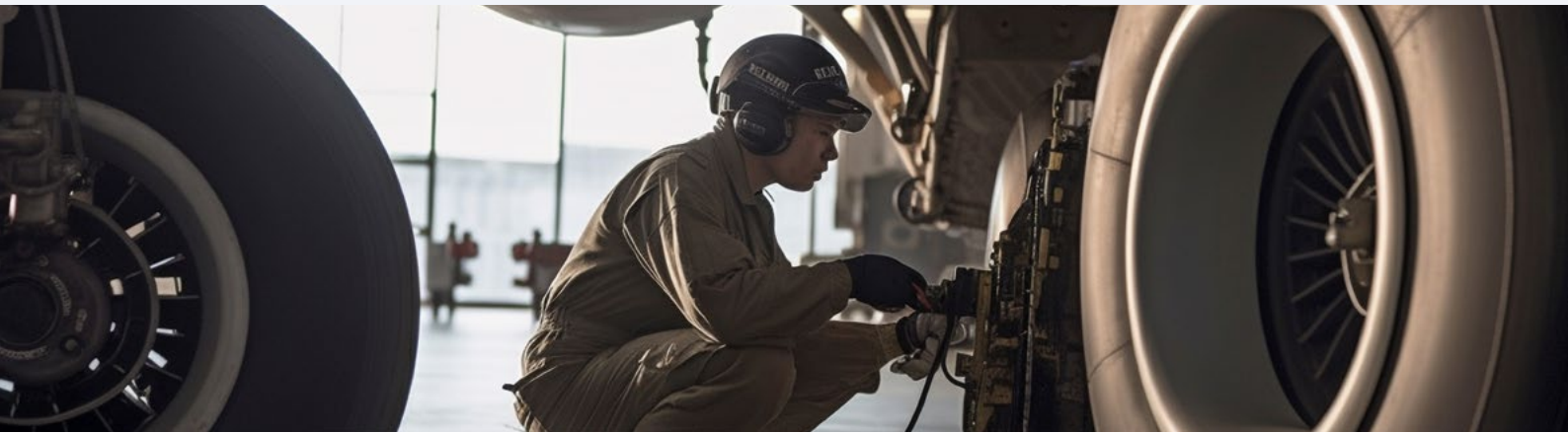
- BAE Systems Saudi Arabia had a requirement for an initial programme of Human Factors and Error Management training to be completed within a time-critical period; this necessitated the creation and delivery of a bespoke training programme to circa 500 BAES and RSAF personnel in little more than four months.

BAE SYSTEMS

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My perception is that there has been a change. There is greater awareness and improved reporting but cultural confliction, or 'inshallah', still drives behaviours of some of our workforce.

Ian Ryland, Salem Safety Manager,
BAE Systems Saudi Arabia



- Working alongside SDT, a Saudi-based training organisation owned by BAES, our programme of 32 courses needed to be delivered over a set period of just 16 weeks and had to be highly credible and relevant to delegates, developing their Human Factors and Error Management (HF&EM) awareness, behaviour and attitude within this tight timeframe.
- Cultural, language and bureaucratic obstacles all had to be overcome to ensure the smooth management and delivery of the programme.

THE SOLUTION

- A pilot Human Factors and Error Management training course was delivered to BAE Systems Saudi Directorate which comprised senior 'Heads of' departments. Their unanimous approval of our approach, knowledge and professionalism allowed the full creation of a comprehensive suite of 32 bespoke HF&EM courses.
- Adopting a strong partnering approach with SDT to ensure cultural and language barriers were overcome, we were able to successfully design a bespoke training package which was delivered on time and to very high standards.
- Our Head-Office support team worked tirelessly to overcome the significant bureaucratic and diplomatic difficulties in conducting risk assessments and obtaining visas for our team of seven consultants who were deployed for prolonged periods of time in Saudi Arabia.
- In order to be credible, the Human Factors and Error Management bespoke training programmes had to be designed to accurately reflect the cultural needs of the Saudi participants.

"Now I am going to try to improve the safety in my squadron by breaking the Error Chain."

"The course was very useful for me and opened my eyes to many things I wasn't aware of."

"The course instructor was first rate."

"A good course, as this was my 3rd HF Course, I had a good idea what to expect and this was by far the best of the 3!"

Delegate comments



- The suite of training programmes was customised and delivered by a team of expert and experienced consultants who had a thorough understanding of how BAE Systems operated and who understood the driving business objectives that underpinned the training need, which were:

- Safer aircraft operations through understanding and managing limitations of Human Performance
- Greater aircraft availability through open and honest reporting processes that generate systemic improvements
- Increased aircraft availability through more rigorous adherence to approved data and procedures during aircraft maintenance activities

THE OUTCOME

- The programme was successfully completed within the set timescales. It achieved the following highlights:
 - 62 training days delivered 32 courses to 433 delegates in 16 weeks
 - 85% of delegates scored 75% or greater in their knowledge assessment
 - Overall feedback about the course and our facilitators was outstanding.
- A Human Factors continuation training programme has been developed and a Human Factors Facilitation capability has now been incorporated into SDT and BAES Saudi Arabia.

"A worthwhile investment for the return. In particular it emphasises that aviation and our operation encompasses much more than pilots and engineers."

"I had a pre-conceived idea that it may be a waste of time, but I quickly realised there was much more to it and much more to learn. Very enjoyable."

Delegate comments



- In implementing the concepts of Human Factors, BAES Saudi Arabia has had to overcome cultural issues associated with accepting and admitting mistakes, as well as allowing others to learn from these mistakes. The significance of this should not be underestimated and the support of Senior Management in helping to achieve this should be recognised.

SUMMARY OF BAINES SIMMONS SERVICES UTILISED

Consulting support

- + Senior Consultancy support and specialist expertise in Human Factors and Error Management

Training courses

- + Bespoke courses in Human Factors and Error Management