



Behavioural Risk Management

Case study

In May 2005, British Airways engaged Marsh with the aim of establishing an embedded safety culture that contributed towards a reduction in incidents and cost of:

- lost time injuries
- lost and damaged baggage
- damage to ground equipment
- damage to aircraft.

That safety culture was also to be recognisable as the quality safety standard for their move to Terminal 5 in 2008.

The scope of work began with a thorough review of their existing safety standards, policies, procedures and training, an assessment of their readiness for adopting a behavioural safety approach and an evaluation of the maturity of their existing safety and quality systems. In addition, a key element at this stage was a recommendation of where a behavioural safety process could make maximum impact in the ground handling part of their business and any requirements for improving all aspects of safety training in this part of their business.

British Airways adopted all the recommendations from the initial phase and engaged Marsh to deliver their RAMPSafe behavioural risk improvement programme. Marsh assisted with the creation of the process, data analysis tool and role training courses, helping to identify the initial behaviours of greatest concern to the business, linked to their existing safety key performance indicators.

British Airways opted to use Marsh to deliver RAMPSafe role training to their ground operations communities (c1600 staff) and the British Airways Turnround Managers were trained as ramp trainers to take on future training requirements of their programme. A representative working group was established, with meetings chaired by British Airways and with Marsh guiding involvement for a period of 36 months from first phase implementation.

Benefits

The analysis tool provides a monthly view of the behaviours under measurement by RAMPSafe that contribute towards the indicators tracked by the safety board of British Airways. This enables the operational management to respond to the

dynamic safety environment on the ramp with guidance provided by the RAMPSafe working group. Examples of early intervention behavioural actions preventing later incidents are discussed and actioned at the working group. The most noticeable impact of introducing a variety of performance improvement measures, including RAMPSafe to Heathrow ground operations at British Airways, was a significant reduction in the direct cost of aircraft damage over the first 18 months after implementation, estimated to be in the region of US\$1m.

Finally, the communities trained have an improved risk awareness and understanding of the importance of safety on the ramp as well as in the air. This is contributing to a change in safety culture on the ramp to match the environment of Terminal Five.