

From Uncertainty to Confidence: Customized Expertise with Real-World Impact

About BARC – Beyond a Root Cause

BARC (Beyond a Root Cause) is a consulting firm dedicated to enhancing safety, security, and organizational resilience through operational learning and continuous improvement. Founded by Kenneth Cummins, we leverage over 30 years of experience across public transportation, aerospace, and military sectors.

We focus on identifying underlying conditions that influence decision-making rather than attributing outcomes solely to “human error.” Our logo—a tree with deep, interconnected roots—symbolizes our commitment to understanding foundational safety and security elements.

Our Offerings

BARC provides tailored services to help organizations enhance safety and security:

1. Consulting and Program Development

- Comprehensive risk assessments to identify vulnerabilities.
- Develop safety and security programs that are aligned with current needs.
- Feasibility studies and strategic planning for large-scale events.

2. Post-Event Learning Reviews

- In-depth reviews to uncover systemic factors influencing outcomes.
- Actionable recommendations for improving safety margins and risk mitigation.

3. Conversations in Learning

- Leadership training on operational learning and resilience building.
- Interactive workshops on safety culture and risk perception.

4. Chief Safety or Security Officer On-Demand

- High-level expertise is available without the need for a full-time hire.

At BARC, we believe that safety and security are more than operational requirements—they are strategic advantages. Our expertise and commitment to operational learning help organizations build proactive, resilient systems that empower their people and protect their futures, turning uncertainty into confidence and capacity.

