

A procedure to write a procedure: A guide developed by the airworthiness industry

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Maintenance Standards Improvement Team: Large Maintenance Repair and Overhaul Group
(MSIT Large MRO group)

The large fixed wing maintenance organisations improvement team include a number that support airlines, such as British Airways, TUI, Flybe and also some MRO's that provide contracted support to other airlines. The group recognised the continual challenges of staff following procedures, and with this in mind have developed the guidance to improve the ability for staff to follow and comply with procedure in place within organisations.

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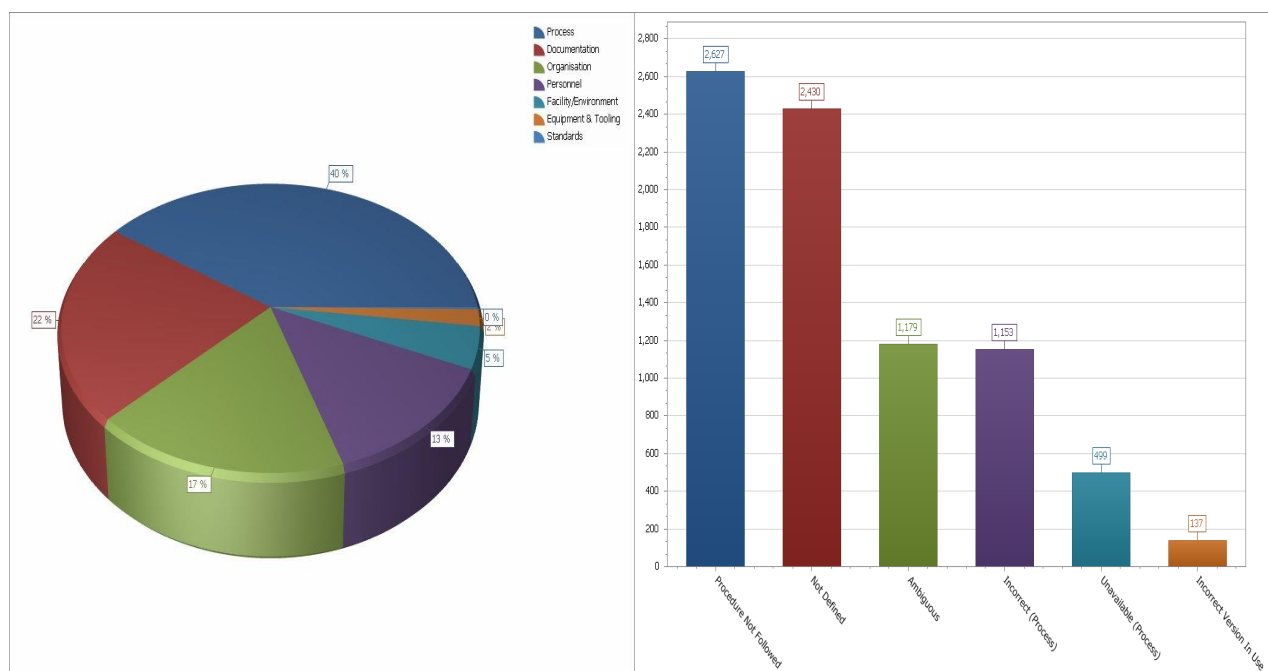
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Not following procedures

Between 2012 and 2018 CAA Surveyors reported over 8,000 audit findings on Part 145 Organisations.

40% of those findings were attributed to a failure to follow procedure or process.

Why?



Sometimes, people followed the wrong procedure completely, or they didn't accurately follow the correct procedure (or the correct version) and sometimes, they didn't follow it to the prescribed standards. Sometimes, there wasn't a procedure, or it wasn't defined, or it was incomplete, or it was ambiguous. Going deeper still, reasons included:

- Processes and procedures not being written down or, if they were, being written by the wrong department, or by non-experts or non-end-users.
- Staff argued that they hadn't been trained to write procedures, or that it was somebody else's job.
- Sometimes, a perfectly good procedure would become overtaken by technology, or a re-configuration of the Organisation, or superseded by a new directive from on high.