

Strategic Consulting

Quality Management Diagnostic



Quality Management Diagnostic for major MRO



Baines Simmons was invited to carry out a review of a major MRO's Quality Management System (QMS) to deliver a clear analysis of its current effectiveness and its effect on Safety, Airworthiness and Regulatory Compliance. The comprehensive review examined five key aspects of Quality Management: Leadership, Assurance, Culture, Competence and Capability in order to identify a structured series of gap-closure recommendations and provide a clear pathway to achieving an improved, sustainable and safe operation.

Client Profile

This is a large, government-owned provider of MRO services and technical solutions for the commercial aviation industry in the Middle East.

Equivalent to the size of some 88 football pitches, their facilities comprise workshops for component and engine overhaul and repair as well as cutting-edge test laboratories and bonded storage. A growing and international workforce of over 2,000 employees manages a customer portfolio that spans the globe.

The Challenge

Following significant organisational change, there was concern that continued operational challenges associated with their service delivery may have placed pressure on the company's ability to ensure adequate compliance under the approved Quality Management System (QMS). Senior management were cognisant that recent output performance was perhaps an indicator that the pressures associated with organisational change were potentially affecting key customer confidence and regulatory compliance.

With stakeholder confidence needing to be urgently re-established, and recognising the cultural challenges and differences that existed within such a large multi-national and multi-cultural organisation, this MRO sought a clear understanding of the status of their QMS and for any non-compliance issues, as well as the root cause analysis of causative problems, to be clearly identified.

The Solution

- ▶ Baines Simmons conducted a bespoke Quality Management Diagnostic (QMD) to evaluate the capability and effectiveness of the MRO's Quality Management System. The results of the diagnostic gave a clear picture as to the status of the safety, airworthiness and regulatory compliance of the MRO with respect to their aircraft and component maintenance standards.
- ▶ We were able to conduct a gap analysis of their QMS, identifying root causes of problems and a clear pathway to take the company to a sustainable baseline level of compliance so that a safe and learning maintenance operation could be developed.
- ▶ The diagnostic evaluated the maturity levels of five core components that drive the management of safety in order to improve performance: Leadership; Assurance; Culture; Competence and Capability.

*"Baines Simmons was called in
"We have subsequently
implemented a successful
organisation-wide change
programme that has put us back
on the path to achieving our
desired goal of delivering first
class services to our customers."*

MRO spokesperson, 2013

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The Outcome

The MRO has aspirations to gain a reputation for being a world-class maintenance provider but as a result of our diagnostic partnership investigations, we evaluated the organisation as behind other leading MRO's in terms of QMS maturity. Our recommendations were therefore designed to assist with building a reputation that mirrored its vision and business objectives.

Our high level recommendations were to:

- ▶ Invest in the development and roll-out of an organisation-wide 3 year 'QMS Transformation Strategy' to drive a structured and phased performance improvement approach to Quality. The recommended strategy covered four Phases:
 - Phase 1. Leadership buy-in, understanding, engagement and education
 - Phase 2. Development and operation of effective systems and processes
 - Phase 3. Organisational engagement (development of a learning and reporting culture)
 - Phase 4. Performance managed and business benefits realised
- ▶ Our recommendations were aimed at re-engaging the leadership team to the role and significance of QMS, and to energise, direct and hold them accountable for strategic improvement objectives that directly linked to the company's Quality vision.
- ▶ Investment in a high-profile Quality transformational change programme would demonstrate clear direction and commitment that the organisation was addressing its challenges and re-establish stakeholder confidence with a clear pathway to a safe, reliable and sustainable operation securing financial performance.

Two years on from our initial involvement, we were delighted to see that the organisation had been awarded industry accolades including 'MRO Service Provider of the Year' and 'Best Airframe MRO Provider – Middle East and Africa'. In addition, the company was awarded the prestigious European Award for Best Practices by the Europea Society for Quality Research.

Summary of Baines Simmons services utilised

Consulting support

SMARRT® Quality Management Diagnostic Tool and Methodology

Executive Leadership Development – Coaching workshops to cover Effective QMS Principles, Error Management Fundamentals, Safety Management Fundamentals and Understanding and Applying the Intent of the Regulations (Part 145)

Training courses

TQ02 Practical Skills for Quality Auditors