

Strategic Consulting

Regulatory Compliance – Airworthiness Diagnostic



Strategic Diagnostic to evaluate Airworthiness Directive Management & Implementation in European Airline

A major European airline and national flag carrier had experienced a number of Airworthiness Directive (AD) compliance occurrences that suggested that there may have been 'operational drift' away from prescribed safety procedures within the Airworthiness Management and Maintenance functions. As a priority, AD overruns were cited as a particular cause for management concern warranting further investigation.

Client Profile

Our client is a national European flag carrier, operating around 200 aircraft and carrying some 30 million passengers annually to destinations in Europe, the US and Asia. With a particular focus on its domestic frequent-flying community, the airline has invested in a simplified and renewed fleet that will enable it to manage its traffic flows more effectively and efficiently, strengthening its future competitiveness.

The Challenge

The airline commissioned Baines Simmons to conduct a review of its AD management and implementation processes to gain an international, independent assessment of its performance.

The first priority was to understand why the 'operational drift' had occurred by conducting a thorough review of all AD management, processes and procedures and benchmarking against industry-leading practices and regulations.

The Solution

- ▶ A team of Airworthiness experts met with the client to discuss with the key stakeholders the facts surrounding the AD issues. Copies of the airline's documentation were obtained which helped to shape an initial hypothesis which was used as the basis of subsequent diagnostic reviews.
- ▶ The hypothesis was tested at a number of operating bases that had been subjected to the AD process flow. It examined and identified areas of weakness within key areas of the process that were contributing to the issues being experienced.
- ▶ Information was captured and documented from one-to-one interviews and group discussions with stakeholders from all relevant departments. In addition, examples of recent client-led investigations, maintenance error investigations, audit findings and relevant safety performance data were collated and examined as supporting evidence for the hypothesis and analysis.

"First, thanks for your great presentation last week. The efforts your team put into the review really shows where we need to put some additional work in.

I believe the discussion we had following the presentation showed that some of the results need to sink in before we can take further action. However, there is no doubt that we need to act fast and need your support in this process."

Accountable Manager

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The Outcome

- ▶ After an analysis of data the client was presented with a factual based report which provided them with an unbiased situational overview. The report contained a set of prioritised strategic recommendations based on the conclusions of the diagnostic visits and lower level theme-based recommendations based on process weaknesses identified during the diagnostic.
- ▶ The recommendations defined how the most sustainable and effective process improvements could be achieved and how, when implemented they would enable the client to deliver the greatest return on investment in terms of overall airworthiness control whilst securing compliance.
- ▶ The diagnostic activities, report and recommendations provided a stimulus for the senior management team to implement a range of changes and identified direction for performance improvement in a number of key areas.

Summary of Baines Simmons services utilised

SMARTT[®] CONSULTING SERVICES AND TOOLS

SMARTT[®] Airworthiness Management Diagnostic (AMD)