

Adopting M-LOSA to maintenance provider, our experience so far

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Since 2010, Cathay Pacific Engineering Department has set up a full-time on-site Maintenance Standards Team overseeing heavy maintenance inputs product quality. Receiving the support and close working together with Boeing's Maintenance Human Factors department, the team has gradually evolved into an independent team with the primary focus of workmanship, inspection standards and maintenance error prevention, and at the same time created a strong collaboration with our key maintenance providers. The presentation will walk you through our journey, challenges faced and what's ahead of us.

Contents

- Cathay Pacific maintenance support arrangements
- Development timeline
- Challenges during the development
- Threats and Errors Observations
- Way forward

CPA Maintenance Support Arrangements

- Outsource all maintenance, except a proportion of Line Stations
- Onsite check management team
- Annual Quality Assurance Audit
- Reactive to maintenance events
- No first person insights to MRO's standards
- Regulatory responsibilities

Development timeline

- 2010 First BM Maintenance Standards Team set up
- 2011 Permanent Team set up
- 2012 Second BM Maintenance Standards Team set up
- 2013 Activities expanded to Transits / Overnight maintenance
- 2014 Maintenance Error studies with local academics
- 2015 Maintenance Error projects with OEM
- 2016 M-LOSA discussion with Boeing, MRO
- 2017 M-LOSA training

Set up Maintenance Standards Team with a second major MRO

- 2018 Expanded to overseas minibase

Maintenance Error Committee Setup

Challenges during the development

- Stakeholders buy-in
- Short term vs Long term benefits
- Selection of suitable team members
- Blur between QA, QC and M-LOSA
- Reporting line of the team
- Mindset differences
- Complexity and dynamics in maintenance environment
- Balance between reason and relationship

Maintenance Standards Observations

- Zonal Inspection
- Servicing
- Panels close up
- Component removal / Installation
- Repair
- Maintenance Record
- Safety, facilities, equipment
- Basic Practice

Threats and Errors observations

- System deactivations
- FOD control
- Clearance
- Job conflicts
- Work arounds
- Unrecorded maintenance
- Procedures not followed

What's ahead of us

- Move away from QC to Process based TEM observations
- Focusing on the good
- Common desire for continuous improvement
- Promote as part of 145 SMS elements
- Industrial tools for data sharing

Thank you