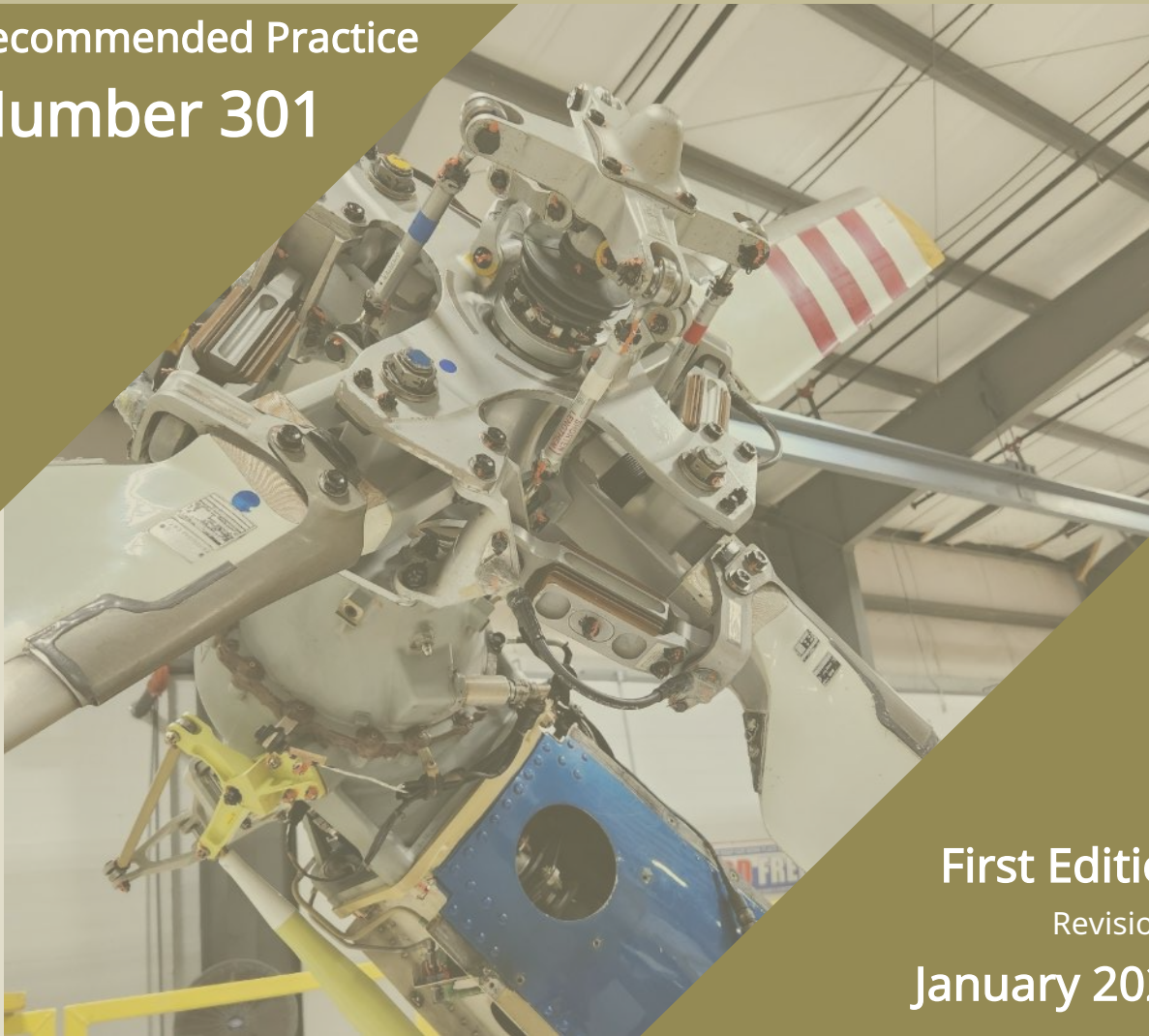




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Safety Through Cooperation - Since 1978

Maintenance Observation Program

Recommended Practice
Number 301



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HSAC Recommended Practice

Maintenance Observation Program (MOP)

Number 301

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1 INTRODUCTION

Aviation guidance developed by global oil and gas industry associations provides structured frameworks for managing aviation-related operational risks. These frameworks emphasize robust safety management practices, proactive hazard identification, and continuous improvement across both aircraft operators and maintenance organizations.

The **Maintenance Observation Program (MOP)** aligns with **internationally recognized aviation safety practices** that encourage organizations to maintain a structured approach for observing, analyzing, and improving maintenance activities and support processes.

The corresponding processes and practices are described as follows:

- a. Identify, understand, and rectify **weaknesses or errors within the organization**.
- b. Monitor maintenance practices at regular intervals using **formal documented observations** of maintenance activity and supporting processes at **each operational location**.
- c. **Track and analyze** the MOP data and implement appropriate action plans.
- d. Monitor the **overall performance of the MOP program** in the Quality Assurance (QA) / Compliance program.

MOP is designed to be a **low-level, peer-to-peer, simple observation program. It is meant to be a routine activity that is done regularly** to pick up items for the organization to improve upon with the objective of making the organization a better place to work for all employees. MOP procedures and intent are documented in a **suitable manual** for auditing purposes and to ensure alignment within the organization.

Be aware that MOP identifies potential **organizational** weaknesses or errors by observing maintenance activities and supporting processes (**the observed activities**) and not by assessing the **frontline staff** who execute these activities (**the practitioners**). Therefore, MOP is not a competency assessment nor is it a compliance monitoring activity.

In a Just Culture environment, MOP focuses on activities and NOT on people. Practitioners' names are not reported.

The guidance in this RP does not only focus on the MOP process steps and task holders, but includes the MOP benefits, as well as its challenges. The document is written as a reference for all staff engaging in MOP.

This RP is the outcome of collaborative effort stemming from productive discussions within the **HSAC Maintenance Workgroup**. For reasons of efficiency the Workgroup took the initiative to coordinate the content with **HeliOffshore**, a global safety-focused offshore helicopter industry association. Given HeliOffshore's input and agreement, this RP is issued as a joint HSAC/HeliOffshore document.

This Recommended Practice (RP) serves as **guidance**, not a mandate. Operators retain full autonomy to tailor the MOP to their operational scale, fleet mix, and culture, provided the program effectively supports proactive risk identification and continuous improvement.

The core MOP process steps appear in **section 3**.

MOP Process Table: Detailed in *Section 3*

Step	Description	Purpose
3.1 Plan the observations	Assign observers and select maintenance activities or support processes. Use focus factors if needed.	Establishes a structured, intentional approach to observation.
3.2 Conduct the observations	Perform peer-to-peer observations with pre- and post-discussions. Use the Trigger Register and Output Form.	Captures real-time insights and identifies opportunities for organizational improvement.
3.3 Validate the organizational improvements	Observer and coordinator review insights. Coordinator ensures accuracy and finalizes action plans.	Confirms relevance and integrity of proposed improvements.
3.4 Track the actions for organizational improvements	Assign action owners, monitor progress, and follow up on implementation.	Ensures accountability and drives effective change.
3.5 Analyze MOP Data	Categorize, trend, and store data for broader learning. Use a simple database or SMS system.	Enables strategic planning and improvement.
3.6 Share MOP data	Communicate results across teams, leadership, and the organization.	Builds transparency, trust, and engagement.
3.7 Monitor the Overall Performance of the MOP Program	Audit and refine the program using documented procedures and internal QA reviews.	Ensures alignment with goals and promotes long-term effectiveness.
3.8 Improve the Program	Use feedback, data trends, and audits to refine and evolve the program	Supports continuous improvement and industry-wide learning.

2 MOP INTENT

The MOP provides frontline personnel with a structured means to identify instances where organizational processes or design assumptions *may not fully* reflect operational realities.

Before diving into the MOP benefits, be aware of these MOP characteristics:

- a. **Observing activities, not staff:** The observations for identifying potential organizational weaknesses are focused on the activities and not on the frontline staff who execute these activities (the practitioners). Therefore, MOP is not a competency assessment nor a compliance monitoring exercise.
- b. **Peer-to-peer:** Involving frontline staff, who are involved in the maintenance activities and supporting processes on a daily basis, is the most effective way to identify organizational improvements for making their own work safer and easier. Observations conducted by peers add value, as practitioners are more likely to perform tasks as they normally would when observed by a colleague rather than by a supervisor.
- c. **Simple:** MOP is not a project or a campaign. Continuous MOP observations, and frequent sharing of MOP data, are routine tasks. There is no need to make observations more complex than needed or to create an administrative burden for capturing the data. When keeping MOP simple, the balance between workload and benefit is favorable even for implementation in small organizations or at small operational bases.

MOP aims to enhance the safety and efficiency of maintenance activities and supporting processes for the benefit of all staff by timely and effective communication. MOP creates supplementary avenues for **frontline staff to engage in constructive dialogues** to make improvements for the organization and as such, for themselves. Including all relevant staff not only results in improved processes and enhanced risk awareness but also in building trust and confidence in the program and in enhanced reporting in general. As a result, MOP has a **positive impact on the safety culture and operational excellence**.

MOP focuses on **proactively** identifying where the organization can do better. A mature SMS with an effective reporting process has a similar objective, however, the **conscious effort** of conducting observations is the additional value of MOP. Part of the observations is reading and fully understanding the details of publications and accepting that you don't know it all (as no-one does) by speaking up and clarifying these publications for all in the organization.

MOP creates an opportunity for peers **to help each other** by understanding each other's thoughts and decision making for taking certain actions. This is true for less experienced practitioners as well as experienced practitioners. Examples are minimizing reliance on unclear or even unwritten instructions.

An organizational improvement could also relate to observing good practices that are insufficiently shared amongst practitioners.

MOP has the potential to highlight **procedural drift** where the 'work as done' is different from the 'work as designed'. Potential reasons for procedural drift could be real-life circumstances where process compliance might not be achievable, or non-compliance with a process might be safer and/or more efficient. An example is that a 'one-size-fits-all' approach might not be realistic for working at a remote location compared to working at the main operating base. A big offender to aviation accidents is staff just complying with written procedures while realizing that alternative actions are the way to go. MOP is designed to pick up **Procedural Intentional Non-Compliance (PINC)** resulting in updated procedures and improved training. This makes the way of working no longer PINC but instead an acceptable procedure standing on its own and no longer in the shadow.

MOP has also the potential to pick up normalization of unwritten rules of behavior in an organization, which could make an organization **drift into unsafe or inefficient practices**. A local norm could result from lacking procedures, too much focus on saving time and the unavailability of sufficient staff. Or from not making the time to think a process through, for example, taking an oil spill for granted for draining a module before maintenance or executing maintenance steps in a non-logical order.

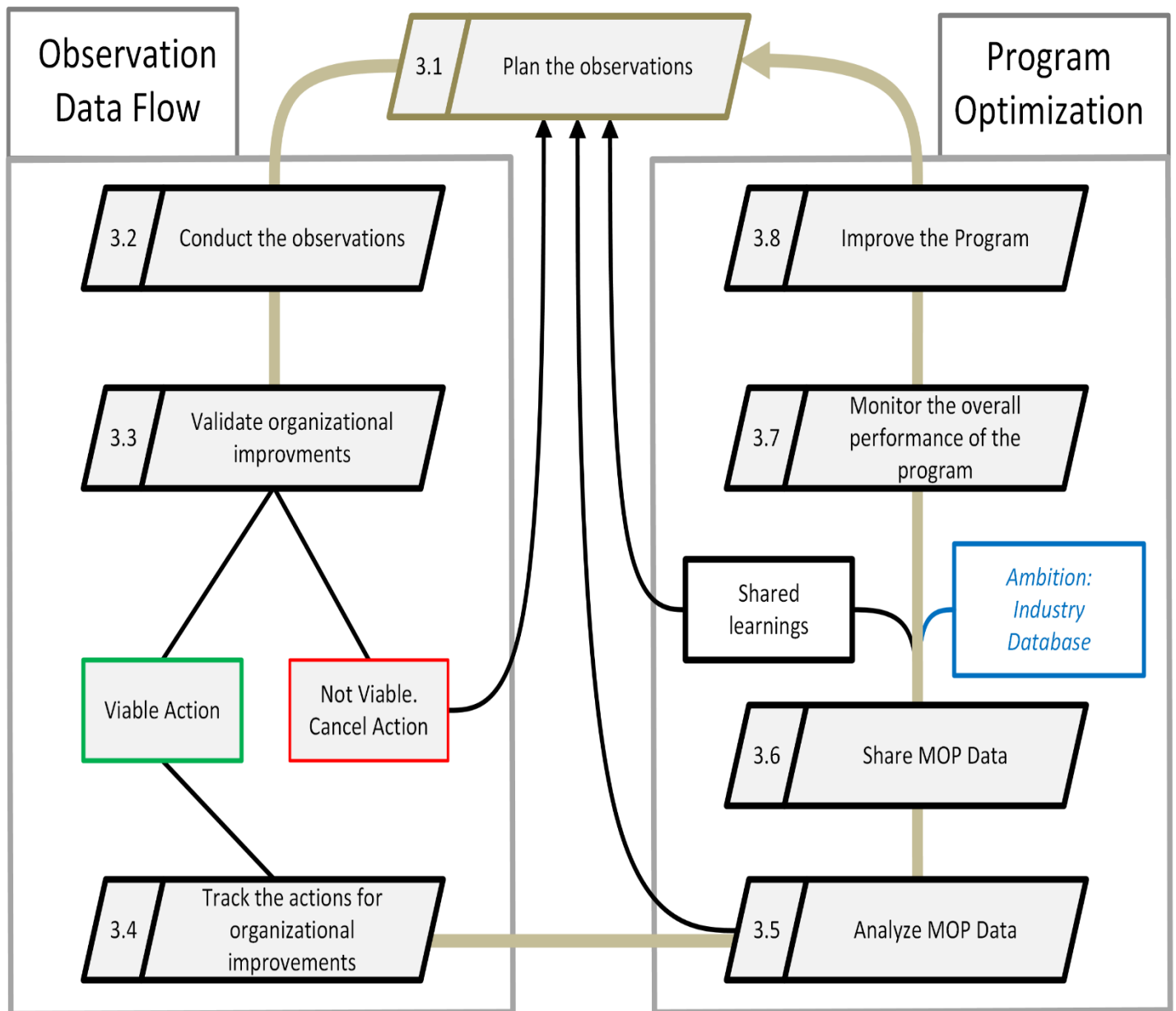
Identifying organizational weaknesses or errors within organizations is especially valuable in environments that have **many variables**. And this is exactly true for maintenance activities and supporting processes such as refueling, baggage handling, servicing ground support equipment, storage of aircraft parts, and workshop activities.

If only focused on getting a job done, there is a fair chance that encountered organizational weaknesses are taken for granted, are left aside and are forgotten about. This is true for getting an aircraft fixed, but also for supporting processes.

3 MOP PROCESS STEPS

This section gives guidance on the separate MOP process steps as indicated in the figure below. The MOP process is designed to be scalable and appropriate to the size and complexity of the organization. Senior leadership enables success by supporting MOP task owners and promoting the importance of routine observations and structured improvement actions.

Senior leaders give support to the MOP task owners and drive the change for organizational improvements.



3.1 Plan the observations

Routine, documented observations are considered **industry best practice** for proactive safety assurance. Organizations determine the appropriate observation frequency based on **activity levels, staffing, operational complexity, and risk profile**.

Organizations may assign observers per period (**e.g., monthly, bimonthly**) rather than per activity to accommodate the dynamic nature of maintenance work.

The challenge for creating a longer-term MOP plan is that **future maintenance activities and supporting processes cannot be predicted**. A solution is to assign an observer to a certain period. The task for the observer is then to suggest a suitable maintenance activity or supporting process to observe in that period. The observer's suggestion is provided to the MOP coordinator who aligns with the maintenance managers/leaders.

The duration and complexity of a MOP observation should match the task; only what's needed to capture useful insight. MOP is a peer-to-peer activity performed regularly to support proactive safety assurance.

There is no need for an observation to take longer than necessary to fulfill its intended purpose.

For larger tasks there is the option of selecting a **focus factor** rather than observing the full practice, for example:

- the 'aircraft leveling process' rather than the entire 'aircraft jacking for gear swing'
- the 'mast nut torque sequence' rather than the entire 'rotor head installation'
- the 'fire bottle operational test' rather than the entire 'fire bottle installation'

Out of the sheer number of maintenance activities and supporting processes including the many variables that have potential for organizational improvement, these are some **considerations for selecting MOP observations** as examples:

- a daily repetitive task with room for complacency
- a practice that has previously shown to contain an enhanced level of risk
- a practice that carries greater risk of procedural drift (making it more safe or less safe)
- a practice with additional interest for any reason
- a practice that has high stakes (visibility) resulting in more pressure than normal
- a practice at night including capturing organizational fatigue management
- a practice that is known for carrying organizational weaknesses
- a practice that is performed at an unusual location
- a practice related to an internal or external incident or accident
- a practice related to a previous MOP observation
 - o select another scope for more variation
 - o select the same scope for further deepening
- a practice that relates to feedback from different sources, for example:
 - o safety reports (internal and external)
 - o non-written feedback from staff
 - o internal audits
 - o external audits

Any maintenance activity or supporting process has potential for organizational improvement.

3.2 Conduct the observations

1. Pre-observation discussion

The observer and the practitioner discuss the scope and objective of the observation. They read the documentation that is applicable to the observed activity in all detail, such as organizational procedures and maintenance instructions.

2. Observation

- a. The observer pays close attention to the observed activity but does not need to be a 'fly on the wall.'
- b. The observer uses the MOP Trigger Register as a starting point to generate ideas for potential improvements. See Appendix A for an example.

The Trigger Register is NOT a checklist.

- c. In addition to the observer finding room for organizational improvements, the practitioner notifies the observer when they experience room for organizational improvement that they think is worth documenting by the observer.
- d. The observer uses the MOP Observation Output Form for notetaking. See Appendix B for an example.

3. Post-observation discussion

The observer and the practitioner agree on which organizational improvements to report. If possible, they suggest actions to accomplish these organizational improvements.

3.3 Validate the organizational improvements

- a. The observer discusses the outcome of the observation with the MOP coordinator for mutual understanding.
- b. The MOP coordinator ensures the accuracy and integrity of the observation outcome by validating the data and where applicable by making suggestions, such as:
 - involving a subject matter expert
 - conducting a subsequent operational test
 - repeating a similar observation for deeper understanding
- c. The MOP coordinator finalizes the proposed actions for approval from maintenance managers/leaders.
- d. The MOP coordinator shares the final action plan with the observer.

3.4 Track the actions for organizational improvements

The MOP coordinator drives the actions for organizational improvement.

1. Tracking an action to closure requires:

- a clear description
- an action owner
- where applicable, an agreed and measured baseline to track progress and to evaluate the added value of organizational improvement after implementation
- a target date for closure based on prioritization i.e. the criticality of the organizational improvement and the availability of required resources
- the progress against milestone(s)
- where applicable, an adjusted action plan based on real-world challenges for optimal effectiveness
- a documented action closure approved by the responsible manager/leader
 - o cancel the action approved by the responsible manager/leader if deemed not viable

2. **Implementing** the organizational improvement
3. **Following up** on the implementation of the organizational improvement by:
 - a. evaluating the added value
 - b. where applicable, checking against the agreed and measured baseline
 - c. decision making if further action is required for optimal effectiveness or to remove the organizational change when there seems to be no added value

3.5 Analyze MOP data

The **MOP coordinator leads the effort** of analyzing MOP data, which serves the following purposes:

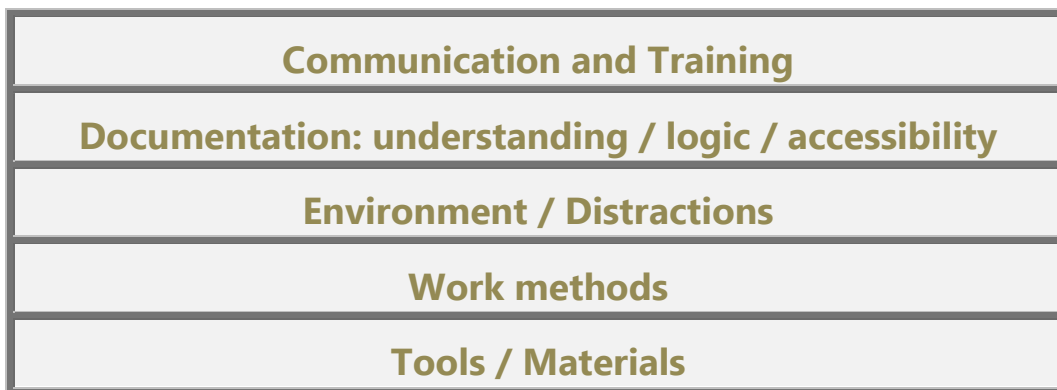
- sharing MOP data
- continuously improving the program including establishing KPIs where relevant
- categorizing individual organizational improvements for improvements on a broader scale
- providing de-identified input for a potential future industry database

In general, the more data is available, the more informed analysis
and the more added value towards organizational improvements on a broader scale.
Learning from other organizations will further support this.

The following information is collected and stored for analysis:

- the operational bases
- the locations of the observed activity
- the number of observations: planned versus actual
- the scope/type of the observed activity
- the aircraft types (if applicable)
- the action plan status: open/closed/overdue
- the category of organizational improvement

This example of **organizational improvement categories** is aligned with the example of the MOP Trigger Register in Appendix A.



The outcome of the analysis is captured in a **simple database**. If the organization decides that the available SMS reporting system is a suitable means to capture MOP data, a naming convention towards "MOP" is needed to allow for analyzing the specific MOP data.

3.6 Share MOP data

The MOP coordinator drives the sharing of MOP data and is supported by managers/leaders. The level of detail of the shared MOP data is dependent on the stakeholders.

Most important is sharing detailed information with **directly involved staff** such as the detailed status of observations, progress on action plans, and implementation of organizational improvements.

The outcome from data analysis, which is higher level data, is useful information to share with the organization's **managers/leaders**. General MOP information sharing with the **full organization** will benefit the employees as well as the MOP program itself.

These are some **options on how to share MOP data**:

- team meetings: engaging with directly involved staff in 2-way conversations on MOP
- safety meetings and human factors training: engaging with staff emphasizing the safety aspect of MOP
- "read and sign" system: requiring employees to sign, ensuring that the shared MOP information is acknowledged and/or acted upon
- management review meetings: presenting and discussing higher level MOP data, actively involving leadership which includes requests for their support
- mass emails: ensuring MOP data is shared with a broader audience or even the full organization
- posters and flyers: creating visibility of MOP throughout the organization

3.7 Monitor the overall performance of the MOP program

Organizations should monitor the performance of the MOP through internal QA/Compliance processes as part of their **safety assurance function**. Measuring the overall performance of MOP as a program requires **documented detailed procedures** explaining the program's intent and covering MOP roles, activities, processes, forms and related database. The objective of the company's QA/Compliance program is to check if execution of the MOP process steps in practice is compliant with the documented procedures and the program's intent.

Internal audits on the MOP as a program will result in continuous improvement of the program.

Be aware that the MOP observation itself is not an internal audit.
MOP observation is not intended to be a process compliance activity (see section 4.4).

3.8 Improve the MOP program

These are triggers that support continuous improvement of MOP as a program enhancing its benefits, both proactive as well as reactive:

- **Feedback from observers and practitioners**: gathering firsthand experiences to refine program functionality.
- **Learning from other operational locations within the organization**: picked up by the MOP coordinator overseeing the program and by observers and practitioners sharing information amongst the teams.
- **Regular evaluation** by the MOP coordinator on the MOP performance: the MOP coordinator discusses the evaluation outcome with managers/leaders and other stakeholders to shape the program direction.

- **Tracking and analyzing** MOP data: categorizing and assessing data from observations and recognizing trends. Examples for MOP improvement are sharpening the scope selection for the observed activities, adjusting the number of observations per operational location, and increasing observation quality by giving better instructions to the observers and practitioners. Establishing KPIs that are Specific, Measurable, Achievable, Relevant and Time-bound (SMART) will further support program improvement.
- **Internal audits:** identifying areas for program improvement when checking consistent adherence to the documented procedures.
- **External audits:** validating MOP effectiveness by external parties and learning from good practices within the industry in parallel.

4 MOP CHALLENGES

The below sections highlight specific MOP challenges including guidance to overcome these challenges. Elements that are introduced in this section are further explained in the description of the **MOP Process Steps in Section 3**.

Obviously, the introduction of MOP will benefit from general change management principles which include early stakeholder engagement while using diverse communication methods to explain and promote the program, addressing concerns, and seeking feedback.

Promotion is key.

4.1 Practitioners feeling uncomfortable

To overcome that practitioners feel uncomfortable, they must clearly understand the MOP intent in Section 2.

It is vital that they understand that MOP is about observing activities and not about observing and assessing people. In other words, MOP is **not a competency assessment or a compliance monitoring activity**. The MOP Observation Output Form does not include the practitioners' names. Of course, still applicable are the philosophy of "Just Culture / Fair Culture" and to stop the job during the MOP observation if there is an action that is deemed unsafe. All in all, MOP is designed to make the organization **a better place to work for everyone**.

MOP does not assess personnel but identifies what the organization has not done for them to work at their best.

Appointing peers as MOP observers (**peer-to-peer observations**) will help practitioners feel more comfortable. In addition, the observer and the practitioner agree which organizational improvements to report. They learn from each other. There are situations where it helps to select an observer who has an established and trusted relationship with the practitioner.

Continuously sharing MOP outcomes helps prevent practitioners from viewing the program as a waste of time. This includes managers and leaders actively showing results and celebrating successes.

Like any other program, the longer MOP is in use, the more it becomes a **routine activity**. When MOP becomes a second nature, it is likely that staff suggest MOP observations on certain tasks that they think have potential for organizational improvement.

4.2 MOP observations causing distraction

Improperly coordinated observations have the potential to distract practitioners from focusing on their job and potentially cause safety hazards. The observer mainly uses the pre- and post-observation meetings to talk to the practitioner who executes the observed activity. Discussions during the observation are kept to a minimum **unless the practitioner agrees**, based on their professionalism, that a discussion is not distracting and is therefore considered safe at that time. Special awareness of this potential disruption is required when observing activities that have high stakes.

Practitioners recognize the observers' support of capturing potential organizational improvements, which allows them to continue focusing on their job.

Do not induce a safety risk by distracting the practitioner.

4.3 Considering MOP as high workload and high cost

MOP is designed to be a **low-level, simple observation**, which is meant to be a routine activity that is done regularly.

MOP observations must not be more complex than needed.

The duration of an observation does not need to be lengthy. Higher volume of simple MOP observations is beneficial. For narrowing the scope of a MOP observation, a Focus Factor is to be used.

Documenting and analysing MOP data must also not be more labour intense than needed with use of a **simple database** or an existing SMS reporting system.

Maintenance Line Operations Safety Audits (M-LOSA) or Maintenance Operations Safety Audits (MOSA) are sometimes mentioned in relation to MOP. These could be different names for MOP, however, be aware that these names could also refer to a program which is more complex than needed.

4.4 Mixing MOP observations with MOP monitoring

MOP observations are testing maintenance activities and supporting processes for organizational improvements whereas internal audits are testing the MOP procedures.

The MOP performance is monitored by internal audits. Quality assurance staff test if the MOP process steps into practice align with the documented MOP procedures.

A MOP observation, on the other hand, is not a process compliance activity as the main objective is to identify organizational weaknesses. However, this does not exclude a MOP observation identifying process non-compliances as a weakness of the organization. To overcome this weakness, organizational improvements are improved training or amended processes as examples.

4.5 Not providing sufficient resources

Leadership commitment is vital for MOP success.

This commitment is not only expressed in behavior, but also in setting priorities and ensuring that the required resources are available in both quantity and quality.

4.6 MOP at smaller operational locations

It is considered **industry best practice** to conduct routine, documented maintenance observations at **all operational locations**, scaling appropriately to the size of the site and available resources.

Although small teams benefit from shorter communication lines and quicker implementation of change, the deliberate practice of conducting MOP observations remains essential and fully applicable even in smaller operational locations.

Here are some solutions for the **limited resources** at smaller operational locations:

- a. Determine and motivate the **minimal number of MOP observations** that is required at the smaller operational location (or in the region).
- b. If there are no **MOP observers** available at the smaller operational location:
 - The MOP coordinator travels to the smaller operational location to act as the MOP observer.
 - A MOP observer from another location may travel to a smaller operational site to conduct the observation.
- c. It needs additional effort when the **MOP coordinator** is not located at the smaller operational location. For example, to communicate the MOP schedule, to coach the MOP observers and practitioners, to coordinate the outcome of the MOP observations and to share data from analysis.
- d. It is hard to keep the practitioner **anonymous**. Therefore, it needs more emphasis to explain that MOP is a conscious effort to create a better working place for all.

4.7 Ineffective MOP observations

Here is some guidance to support effective MOP observations:

- a. **Pre- and post-observation discussions:** Assuming the observers and practitioners have a good understanding of the general MOP process and its intent, there is still a need for them to discuss applicable items, before and/or after the observation, for example:
 - the exact scope of the activity to observe
 - the relevant maintenance instructions for detailed understanding of the required task steps, tools, and materials
 - the relevant organizational procedures
 - how to make sure the practitioner stays focused on the job (only if the practitioner agrees, discussions can occur during the observation)
 - how to identify and agree on organizational weaknesses
 - agree on potential actions for accomplishing the organizational improvement
- b. **No checklists:** Checklists limit the observer's creativity for identifying organizational weaknesses. Therefore, a checklist-oriented approach does not maximize value and creates complacency. The MOP Trigger Register in Appendix A is NOT a checklist. It has been created to support the observers to generate ideas for organizational improvements as a starting point. The topics in the MOP Trigger Register are high level examples to provoke the observers' creativity.

Organizations are free to adjust the MOP Trigger Register, however, avoid compliance-oriented statements.

- c. **On-the-job training:** Since MOP observations are designed to be low-level and simple, coaching on the job during the first observations is most obvious. The MOP coordinator facilitates the pre-discussion by clearly explaining the intent and giving instructions on what to look out for when observing the specific activity while encouraging creativity for finding potential organizational weaknesses. As a start, the observer

documents what organizational weaknesses jump out. More detailed weaknesses will come with experience. After completion of the first observed activity the MOP coordinator sits down with the observer and the practitioner to facilitate the discussion and to give support for filling in the MOP Observation Output Form. It is optional to hand out the MOP Trigger Register to the observer or to only use it when giving instructions.

The risk of formal MOP training is that MOP is incorrectly treated as a complex activity.

- d. **Effective selection of activities for observations:** Observing any maintenance activity or supporting process will add value. It is also an option to carefully select the scope of a MOP observation. Out of the sheer number of maintenance activities and supporting processes including the many variables that have a potential for organizational improvement, some considerations for selecting MOP observations are in section 3.1 as examples.

4.8 Ineffective organizational improvements

- a. **Effective management of organizational improvements:** The success of MOP hinges on the effective implementation of organizational improvements derived from MOP observation outputs. Some suggested organizational improvements require immediate action, while others have more time for implementation. Setting realistic deadlines enhances credibility and effectiveness. Where applicable, measure and agree on the baseline for tracking the progress and evaluating the added value of the organizational improvement after implementation. Allow sufficient time for certain improvements to take effect. Remain vigilant about any organizational improvement that later proves to be unviable and take appropriate action to cancel it.
Effective trending: Potential organizational weaknesses related to maintenance and supporting activities could refer to many variables. Effective categorization of these variables will support organizational improvement on a broader scale. An ambition is to rectify organizational weaknesses as an industry by collecting MOP data from different (de-identified) organizations with use of a centralized industry database.

5 APPENDIX A - MOP TRIGGER REGISTER

THE MOP TRIGGER REGISTER IS NOT A CHECKLIST – BE CREATIVE AND THINK OUT OF THE BOX

Maintenance activities and supporting processes contain MANY different elements/variables. The intent of this register is NOT to be complete. This is just a starting point to generate ideas while looking for organizational improvements.

<p>Communication and Training</p>	<ul style="list-style-type: none"> • Planning and scheduling of workorders, people, time, parts, tools, support equipment • Toolbox Talk / Job Safety Analysis (JSA) • Team coordination • Collaborative decision-making • Verbal instructions • Trained in the job and use of equipment/tools • Safety reporting
<p>Documentation: understanding / logic / accessibility</p>	<ul style="list-style-type: none"> • Organizational procedures (not understandable, up to date, incorrect, not used, suitable, logical, accessible, etc.) • Maintenance instructions (not understandable, up to date, incorrect, not used, suitable, logical, accessible, etc.) • Work packs, task cards, work orders • Aircraft Technical Log • Maintenance release • Forms • IT resources
<p>Environment / Distractions</p>	<ul style="list-style-type: none"> • Mode Switching between aircraft types • Pressure • Equipment readiness to start working on • Weather • Lighting, noise, ventilation, vibration, dust, fumes • Facilities (location and access) • Signage
<p>Work methods</p>	<ul style="list-style-type: none"> • Logical workflow • Staging of required items • Innovative work methods / Unwritten procedures • Complacency • Independent inspections (execution or missing) • Storage of removed parts • Housekeeping / FOD • Functional checks
<p>Tools / Materials</p>	<ul style="list-style-type: none"> • Access to approved/applicable parts/consumables and risk of incorrect installation • Access to and use of approved/applicable/serviceable tools/support equipment • Suitability for use of approved/applicable/serviceable tools/support equipment • Access to Personal Protective Equipment (PPE) • Ergonomics • Suitability of work benches

6 APPENDIX B – MOP OBSERVATION OUTPUT FORM

Observed activity (A)		Workorder number (B)		Observer	
Aircraft Type (C)		Location (D)		Operational base	
Opportunity for organizational improvement (E)	Notes (F)				

- (A) If applicable a focused activity within the workorder
- (B) If applicable
- (C) If applicable
- (D) For example: on the line/outside, in the hangar, workshop X, stores room, etcetera
- (E) Lack of sharing of good practices could also be an organizational weakness
- (F) Describe more details of the organizational weakness(es) and, if available, suggested actions for organizational improvement

PS The MOP Trigger Register is an optional tool for generating ideas. Do NOT use the Trigger Register as a checklist and keep thinking out of the box!

7 APPENDIX C - DEFINITIONS

TERM	DEFINITION
Focus Factor	A term used to narrow the scope of a MOP observation to specific aspects or sub-activities within a larger maintenance task.
Frontline Staff	Employees who are directly responsible for controls established for managing hazards.
Job Safety Analysis (JSA)	A systematic process that involves identifying potential workplace hazards associated with a specific job or task, assessing the risks, and developing measures to control or eliminate those risks.
Mode Switching	Practitioners executing maintenance on different airframes throughout a duty day.
Observed activity	The maintenance practice, maintenance activity or the supporting process that will be observed via the MOP.
Organization	In this document, "organization" refers to aircraft operators and/or approved maintenance organizations.
Organizational improvements	Weaknesses or errors within organizations, which includes potential further sharing of good practices.
Practitioner(s)	Person or persons completing the observed maintenance practice/supporting process.
Read & Sign system	A digital signature solution to ensure that documents are read by the addressee.
Recommended Practice (RP)	A set of guidelines or recommendations provided to support the implementation of specific processes or procedures.
Safety Management System (SMS)	A comprehensive and structured approach to managing safety within an organization. SMS encompasses policies, procedures, and practices designed to identify, assess, and mitigate risks to enhance safety in various operational environments.
Toolbox Talk	A short safety meeting typically held before a task starts to raise awareness of potential hazards and promote safe work practices.
Trigger Register	A guide to help observers gather data during the observation process to ensure that they cover specific aspects or triggers relevant to the observation.

8 APPENDIX C - ABBREVIATIONS

ABBREVIATION	DEFINITION
AMO	Approved Maintenance Organization
HSAC	Helicopter Safety Advisory Conference
JSA	Job Safety Analysis
MOP	Maintenance Observation Program
MOSA	Maintenance Operations Safety Audit
M-LOSA	Maintenance – Line Operations Safety Audit
OGARP	Oil and Gas Aviation Recommended Practices
PINC	Procedural Intentional Non-Compliance
PPE	Personal Protective Equipment
QA	Quality Assurance
RP	Recommended Practice
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SMS	Safety Management System

