LACK OF COMMUNICATION

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Due to many maintenance-related aviation accidents and incidents that occurred in the late 1980s and early 1990s, twelve human factors that degrade people's ability to perform effectively and safely, which could lead to maintenance errors. Understanding the interaction between organizational, work group, and individual factors that may lead to errors and accidents, AMOs can learn to prevent or manage them proactively in the future.

Lack of communication is a key human factor that can result in suboptimal, incorrect, or faulty maintenance. Communication occurs between the AMO personnel and many people (i.e., management, pilots, suppliers, aircraft clients). Each exchange holds the potential for misunderstanding or omission. But communication between AMOs personnel may be the most important of all. Lack of communication between maintenance personnel could lead to a maintenance error and result in an aircraft accident. This is especially true during procedures where more than one LAEs or technician performs the work on the aircraft. It is critical that accurate, complete information be exchanged to ensure that all work is completed without any step being omitted. Knowledge and speculation about a task must be clarified and not confused. Each step of the maintenance procedure must be performed according to approved instructions by approved maintenance data.

A common scenario where communication is critical and a lack thereof can cause problems, is during shift change in an AMO operation. A partially completed job is transferred from the technician finishing his or her workday to the LAE/technician coming on duty. Many steps in a maintenance procedure are not able to be seen or verified once completed due to the installation of components hiding the work. No steps in the procedure can be omitted and some steps still to be performed may be contingent on the work already completed. The departing LAE/technician must thoroughly explain what has occurred so that the arriving technician can correctly complete the job. A recounting of critical steps and any difficulties encountered gives insight. A lack of communication at this juncture could result in the work being continued without certain required operations having been performed.

The approved steps of a maintenance procedure must be signed off by the LAE/technician doing the work as it is performed. Continuing a job that has been started by someone else should only occur after a face-to-face meeting of LAE/technicians. The applicable paperwork should be reviewed, the completed work discussed, and attention for the next step should be drawn. Absence of either a written or oral turnover serves as warning that an error could occur.

It is vital that work is not continued a project without both oral and written communication between the LAE/technician who started the job and the technician continuing it. Work should always be done in accordance with the approved written procedure and all the performed steps should bear the signature of the LAE/technician who accomplishes the work. If necessary, a phone call can be made to obtain an oral turnover when LAE/technicians cannot meet face-to-face at the work area. In general, the LAE/technician must see his or her role as part of a greater system focused on safe aircraft operation and must communicate well with all in that system to be effective.

MITIGATING THE RISK

- Never assume that the work has been completed.
- Properly use logbooks and worksheets to communicate work accomplishments.
- Ensure that maintenance personnel are discussing exactly what has been and needs to be completed to the next shift.

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2.26 SHIFT/TASK HANDOVER PROCEDURES

2.26.1 Hand over of maintenance work

1. When the maintenance activities require to hand over the continuation or completion of maintenance tasks for reasons of shift or personnel changeover, Daily Maintenance Book **GAM/E-014** shall be used to record current status of the jobs.
2. Outgoing technician/LAEs in charge of maintenance shall use the Daily maintenance book and to notify the incoming technician/LAEs.
   a. Works performed and possible pending works.
   b. Postponed works.
   c. Shall include the date, time and aircraft registration.
   d. Other information may also be included.
3. Each page of the Daily Maintenance book shall be signed by the outgoing and incoming person in charge of the shift.
4. This formal communication system between shifts can be affected by short clear meeting, but Daily Maintenance Book has to be completed.
5. ***"Daily maintenance book" is not a certifying documents.***

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