People, Partnership and Improvement

Problem Statement
- Normal operational situations demonstrate enormous room for improvement, which cannot be realised in the current maintenance system.
- Repeated incidents occur with similar underlying causes, implicating the way in which work is normally done.
- Formal methods of monitoring, feedback or analysis (audits, investigations) are not achieving change or closure to identified problems. A key bottleneck is the interface with operational management.
- Communication and information is top-down - There is no effective channel of bottom-up communication - The key bottleneck is the gap between professional culture and management systems and culture.
- These have resulted in a 'double standard' of operational performance. This may be manageable in a stable environment, but any serious change will disturb this with potentially serious consequences.

Objectives
- To build competitiveness through developing people as a primary resource for innovation, adaptability and reliability.
- To improve working life and enhance professionalism.
- To foster trust and partnership to ensure effective 'working together'
- To develop and embed a culture of safety and of continuous improvement

How to achieve this?
The integration of enterprise partnership, continuous improvement (Six Sigma and AMPOS) and Human–Centred Management (Human Factors) initiatives will provide the basis of a common initiative which will transform the system and culture:

Partnership brings trust, collaboration, and accountability

Continuous Improvement brings project management methodology to generate solutions.

Human-centred management – an ecologically valid analysis provides the agenda for change. Provides partnership with issues to demonstrate effectiveness. Supports a range of appropriate interventions

Implemented in the right way, these measures will foster an organisational and professional culture which demonstrates a common understanding of goals and objectives and a positive orientation to achieving them. It will help to promote new ways of working which are essential to achieving the stated goals.