

I am truly honored to have been the editor of *Mech* and incredibly proud of the hundreds of maintainers who wrote e-mails and told leaders that the magazine was an integral part of your day-to-day safety efforts. You told us how you used *Mech* in shop training and safety lectures and the critical role it played in maintenance and safety efforts.

Mech is your magazine. I simply was the lucky guy to assemble it each quarter and bring useful stories to light.

LCDR John Ruane will take over. John was a plane captain in E-2s and a maintainer in P-3s before becoming an officer. I'm sure he'll do a great job. I'm not going far and will stay involved at some level. Thanks. Dan. ✈

Maintenance and ORM

By Cdr. Bert Ortiz

I mentioned in my last story that I have been fortunate to visit and work with many O- and I-level Navy and Marine Corps aviation units around the world. In addition to the safety surveys and culture workshops that give you a unique perspective on both positive and negative trends, we also provide a good look at how ORM is being implemented in the fleet.



In this and every issue of *Mech*, you will read stories of woe from the maintenance world. I believe most of these incidents could have been mitigated through proactive use of ORM. Whether the long, deliberate five-step process or on the fly, time-critical type, maintainers must identify the hazards being faced, assess the risk, make risk decisions, implement controls, and supervise, supervise, supervise.

This issue, in particular, has several stories about a long-time problem that spikes from time to time: inadvertent activation or ejection of CADs, flares and chaff, along with dropped drop tanks. It seems we face this problem every couple of years. We put a lot of attention on the issue. It stays in check for a few years but then comes back to bite us in the butt. I have a few thoughts about ORM, how it applies in maintenance situations and fits this issue, and about recurring maintenance problems.

We all are tasked with incorporating ORM into everything we do, and to be frank, what we have seen is that the only thing that happens in this area is the yearly training "check in the block." I don't see ORM added to maintenance-training plans. I don't see tangible ORM practices being identified in the safety-council meetings or actively used in shops. I have yet to find an organi-

zation with a true, "model" maintenance-ORM program that I can point at and show you a way to incorporate ORM principles practically. Sure, we see the principles generally applied in maintenance meetings, pre-aircraft wash or move briefs, work-center meetings and passdowns, but these things have not changed in the 30 years I've been in the Navy.

So how do we truly incorporate ORM and have it improve our business in a tangible way? I always recommend each unit do a deliberate review on major maintenance evolutions (engine or stab changes) or even a minor one (aircraft move or wash). Do it during your training day or during the safety-council meeting. Look it up on TRACS, which is the online, total risk-assessment-and-control system. It already may have been done, and you can save time and effort! When you do this deliberate review and identify, assess and mitigate all the risks associated with that evolution, you'll end up with a pretty decent briefing guide for the task.

One additional thing you can do is to ask this question on the bottom of the deliberate review: "What's changed or different today?" This one simple step will make the review valid for the time you use it, and do use it each time you brief a task. Post it on TRACS for others to use as well! It truly can be a great tool to get a fresh look at things each time and really apply all that training in ORM. Go ahead...stir it up!

Next time I'm around your unit, show me what you've done to inculcate ORM in maintenance. Give me the location I can point to as the model program! ✈

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